



**SOC/819**

**Tiempo de trabajo, eficiencia de la economía y  
bienestar de los trabajadores**

## **DICTAMEN**

Sección de Empleo, Asuntos Sociales y Ciudadanía

**Tiempo de trabajo y eficiencia de la economía y bienestar de los trabajadores  
(también en el contexto de la transformación digital y la automatización del  
trabajo): un análisis jurídico y comparativo de la situación  
en los Estados miembros de la UE  
(Dictamen exploratorio solicitado por la Presidencia polaca del Consejo)**

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## 1. Conclusiones y recomendaciones

- 1.1 El CESE considera que el tiempo de trabajo es uno de los aspectos de la relación laboral que más influye en la calidad de vida de las personas (bienestar) y resulta clave en la organización eficiente de la actividad económica de las empresas. Unas disposiciones adecuadas sobre el tiempo de trabajo pueden hacer que las empresas sean más sostenibles y mejoren su productividad. En esta visión coinciden los interlocutores sociales. El CESE considera que la definición de reducción del tiempo de trabajo, entendida como trabajar menos horas por período de referencia con los mismos niveles salariales, debe establecer una diferencia clara entre jornadas laborales más cortas en forma de trabajo a tiempo parcial y jornadas laborales comprimidas (es decir, el mismo número de horas trabajadas en menos días, por ejemplo, cuatro jornadas de diez horas).
- 1.2 El CESE señala que las innovaciones tecnológicas derivadas de la digitalización de la economía y la vida social generan numerosos retos y oportunidades para el crecimiento económico y la mejora del bienestar de los trabajadores. En tal sentido, las experiencias de reducción de la jornada de trabajo acordadas entre los interlocutores sociales a nivel de empresa de forma voluntaria permiten mejorar el bienestar físico y mental de las personas que trabajan.
- 1.3 El CESE acoge favorablemente la Comunicación interpretativa de la Comisión sobre la Directiva 2003/88/CE. Este instrumento tiene una doble finalidad. Primero, contribuir a una aplicación, ejecución y cumplimiento efectivos de la legislación vigente de la UE. Segundo, mejorar la seguridad jurídica de las empresas respecto del alcance de sus obligaciones en materia de tiempo de trabajo, así como del margen para realizar una gestión flexible.
- 1.4 Aunque, según datos de Eurostat, la semana laboral media europea es de 37,1 horas, el CESE advierte que existen grandes diferencias entre los distintos países y sectores de actividad. Los datos científicos disponibles basados en proyectos piloto muestran que puede existir una relación positiva entre las semanas laborales menos prolongadas y la productividad: a menor jornada promedio semanal, mayor productividad. En este contexto, deben estudiarse más a fondo las experiencias sectoriales y los proyectos piloto sobre la relación entre la reducción de la semana laboral y la productividad. Los diversos experimentos de reducción del tiempo de trabajo en los distintos países producen efectos diferentes y requieren soluciones específicas. Por lo general, la evaluación de estos experimentos es muy positiva, en términos de mejora del bienestar de las personas que trabajan y de ganancia de productividad, aunque en este caso las diferencias entre sectores, empresas y países son notables.
- 1.5 El CESE reconoce que el carácter sectorial y empresarial de la mayoría de estas experiencias ha permitido promover tales prácticas por medio de la negociación. El CESE considera que los interlocutores sociales son los agentes clave a la hora de promover medidas para garantizar que el mayor número posible de sectores y empresas adopte las disposiciones que considere oportunas. Sin embargo, hay que tener en cuenta que los interlocutores sociales no tienen la misma capacidad para alcanzar tales acuerdos en todos los países ni en todos los sectores. El CESE considera que debe alentarse a las instituciones de la UE y los Estados miembros a propiciar condiciones adecuadas, en forma de incentivos o de actos legislativos, para los sectores y/o empresas que deseen probar o adoptar tales disposiciones. Esto no debe entenderse

en ningún caso como un llamamiento a un nuevo aumento del trabajo a tiempo parcial, especialmente del trabajo a tiempo parcial no deseado, que tiene un efecto negativo sobre los salarios y las pensiones.

- 1.6 El CESE anima a introducir formas flexibles de organización del tiempo de trabajo que tengan en cuenta la situación de los distintos grupos vulnerables, con garantías de trabajo digno que pueden incluir una mayor autodeterminación. La investigación científica muestra que la gestión del tiempo de trabajo que tiene en cuenta las necesidades de los trabajadores en diferentes etapas de la vida facilita el equilibrio entre la vida familiar y la vida profesional. Entre otras ventajas, estos modelos de gestión flexible del tiempo de trabajo permiten abordar necesidades adicionales, como la formación y perfeccionamiento profesionales o una transición más gradual a la jubilación para quienes, de otro modo, podrían abandonar por completo el mercado laboral. Hay que seguir de cerca el impacto en los salarios o los derechos de pensión.
- 1.7 El CESE constata que la mayoría de las empresas organizan el tiempo de trabajo de conformidad con la normativa vigente de la UE y nacional, incluidas las excepciones. Debe ponerse fin a cualquier incumplimiento de las normas aplicables. Los interlocutores sociales a todos los niveles tienen un importante papel que desempeñar a la hora de debatir disposiciones flexibles, incluidas las relacionadas con la reducción del tiempo de trabajo. El CESE considera que los interlocutores sociales necesitan un estímulo y un apoyo activos, a través de todos los medios que sean necesarios, al objeto de aumentar los beneficios para la salud, el equilibrio entre la vida laboral y personal y la eficiencia de unos horarios de trabajo más cortos o más flexibles.
- 1.8 Convencido firmemente del valor añadido que supone introducir nuevos modelos de organización flexible del trabajo acordados por los interlocutores sociales, incluida una semana laboral de cuatro días y/o la reducción del tiempo de trabajo, el CESE también recomienda que se promuevan estos modelos para apoyar el equilibrio entre la vida laboral y personal. Las disposiciones flexibles sobre el tiempo de trabajo logran conciliar el interés de los empresarios por aumentar la productividad y el de los trabajadores por mejorar el equilibrio entre su vida laboral y personal y sentirse con capacidad de influir en la organización de su tiempo de trabajo, lo que constituye un elemento clave para captar y retener el talento en las empresas.
- 1.9 El CESE destaca, entre los proyectos piloto sobre reducción del tiempo de trabajo, el de Eurofound sobre reducción del tiempo de trabajo —con especial atención a la semana de cuatro días—, que afirma en sus primeras conclusiones que la reducción del tiempo de trabajo incrementa la productividad, mejora la salud mental y reduce el estrés, y es fundamental para lograr un equilibrio sostenible en el contexto actual de transformación digital. También contribuye a prevenir las enfermedades relacionadas con el trabajo y a reforzar el bienestar general de los trabajadores. A este respecto, el CESE destaca los efectos positivos de la reducción del tiempo de trabajo en la sociedad, como la renovación demográfica, la igualdad de género, la reducción de la carga para el sistema sanitario y la posibilidad de mantener a los trabajadores en el mundo laboral durante más tiempo, creando así un entorno positivo propicio a la creatividad y la innovación. Un buen entorno social no solo beneficia al Estado, sino también a las empresas y los trabajadores.

1.10 El CESE anima a las instituciones de la UE, a los gobiernos nacionales y a los interlocutores a que aceleren el reconocimiento de la desconexión digital como un derecho de todas las personas trabajadoras de la Unión. Según la jurisprudencia del Tribunal de Justicia de la Unión Europea de 19 de diciembre de 2024 (asunto C-531/23, *Loredas*<sup>1</sup>), las políticas de desconexión digital y los sistemas de registro de la jornada en las organizaciones son salvaguardias esenciales para garantizar la efectividad de las normas relativas al tiempo de trabajo, incluidas, en su caso, las de reducción de la jornada.

## 2. Contexto

2.1 El CESE considera que el tiempo de trabajo es un aspecto de la relación laboral que tiene un impacto muy significativo en la calidad de vida de las personas. También resulta clave en la organización eficiente de la actividad económica de las empresas, según diversos estudios de la Organización Internacional del Trabajo (OIT)<sup>2</sup>. En el Derecho de la Unión Europea destaca la Directiva 2003/88/CE (relativa a determinados aspectos de la organización del tiempo de trabajo, que deben desarrollarse y mejorarse mediante la negociación colectiva), junto con una jurisprudencia amplia y protectora del Tribunal de Justicia de la Unión Europea<sup>3</sup>.

2.2 El CESE señala que una adecuada organización del tiempo de trabajo tiene diferentes dimensiones que contribuyen a esta complejidad reguladora y de gestión, por lo que en ella inciden otras Directivas más recientes, además de la Directiva marco sobre salud y seguridad en el trabajo (Directiva 89/391/CEE): por ejemplo, la Directiva (UE) 2019/1158 de 20 de junio de 2019, por lo que concierne a la promoción de un equilibrio adecuado entre la vida laboral y familiar mediante permisos y fórmulas de trabajo flexible; o la Directiva (UE) 2019/1152 de 20 de junio de 2019, relativa a unas condiciones laborales transparentes y previsibles en la Unión Europea. en lo que atañe a patrones de trabajo inciertos.

2.3 El CESE señala que, el 24 de marzo de 2023, la Comisión Europea publicó una versión actualizada de su «Informe sobre la aplicación por parte de los Estados miembros de la Directiva 2003/88/CE, relativa a determinados aspectos de la ordenación del tiempo de trabajo» [COM(2023) 72 final]<sup>4</sup>. El Informe constata que, en términos generales, la mayoría de los Estados respeta los requisitos mínimos de la Directiva, y algunos los mejoran. El CESE valora positivamente la Comunicación interpretativa de la Comisión sobre la Directiva 2003/88/CE<sup>5</sup>.

2.4 El CESE considera oportuno señalar que el artículo 2, apartado 1, de la Carta Social Europea establece que los Estados europeos que la han ratificado tienen la obligación jurídica de «fijar una duración razonable del horario de trabajo, diario y semanal, reduciendo progresivamente la semana laboral en la medida en que lo permitan el aumento de la productividad y otros factores pertinentes».

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1 Véase el [enlace](#).

2 OIT, *Working time and the future of work*, 2018.

3 Eurofound, *Rest breaks from work - Overview of regulations, research and practice*, 2019.

4 [COM\(2023\) 72 final](#).

5 Véase el [enlace](#).

- 2.5 El CESE señala que las dos últimas décadas del siglo XX se caracterizaron por debates sobre la conciliación de la vida familiar y la vida profesional, incluidas disposiciones adecuadas sobre el tiempo de trabajo y, en algunos Estados miembros, el reparto del empleo (por ejemplo, la Ley Aubry en Francia). Sin embargo, a principios del siglo XXI, los Estados miembros introdujeron cambios normativos para permitir tanto aumentos como reducciones del tiempo de trabajo<sup>6</sup>. El tiempo de trabajo también ha sido tratado en la negociación colectiva —a menudo con vistas a adoptar la digitalización y gestionarla de manera beneficiosa para los trabajadores y los empleadores—, al igual que se han debatido las modalidades adecuadas de desconexión. Todo ello ha llevado gradualmente a que las cuestiones de bienestar y conciliación de la vida familiar y la vida profesional se conviertan en una preocupación central de las políticas de tiempo de trabajo, también en la negociación colectiva en los distintos países europeos, a fin de favorecer los intereses tanto de las empresas como de las personas que trabajan.
- 2.6 El CESE constata que desde 2015 las experiencias de reducción de la jornada laboral se han multiplicado en varios países y de diferentes maneras (por ejemplo, la *4 Day Week Global*<sup>7</sup>). El resultado es que, según datos de Eurostat<sup>8</sup>, la jornada media europea es de 37,1 horas, aunque hay una gran diferencia entre países y sectores de actividad, como demuestran los estudios de Eurofound<sup>9</sup>.
- 2.7 En un escenario de profundas transformaciones tecnológicas y organizativas, en especial por la intensa digitalización, así como de un amplio debate en toda Europa, y fuera de ella, sobre la reducción del tiempo de trabajo, Polonia pidió al CESE que elaborara un Dictamen exploratorio sobre tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores. El CESE reconoce que buena parte de los Estados de la Unión Europea está inmersa en un debate sobre la reforma del tiempo de trabajo (por ejemplo, España)<sup>10</sup>.
- 2.8 El CESE ya propuso que, en el marco del teletrabajo y en cumplimiento de la legislación europea y nacional, así como de los convenios de negociación colectiva a nivel nacional, regional, sectorial y empresarial, se exija a las empresas que utilicen mecanismos adecuados para medir las horas de trabajo normales y extraordinarias (Dictamen del CESE «Los retos del teletrabajo: organización de la jornada de trabajo, equilibrio entre vida privada y vida laboral y derecho a desconectar»<sup>11</sup>). También expresó la necesidad de un equilibrio entre la vida profesional y familiar en el sector del transporte por carretera, tanto de pasajeros como de mercancías<sup>12</sup>.

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<sup>6</sup> Eurofound, [Working time reduction with a focus on the four - day week: Literature review](#), Introducción, p. 1, 2024.

<sup>7</sup> Business Insider, [Why the four-day workweek works](#), 2023.

<sup>8</sup> Eurostat, [Average number of usual weekly hours of work in main job, by sex, age, professional status, full-time/part-time and economic activity](#).

<sup>9</sup> Eurofound, [Working time in 2021-2022](#), 2023.

<sup>10</sup> Véanse los [enlaces correspondientes](#) en la página web del presente Dictamen.

<sup>11</sup> [DO C 220 de 9.6.2021, p. 1](#).

<sup>12</sup> Dictamen del CESE «Tiempos de conducción y períodos de descanso, tiempo de trabajo y desplazamiento de los trabajadores», [DO C 197 de 8.6.2018, p. 45](#).

- 2.9 El CESE toma nota de las pruebas científicas facilitadas por la OIT y la OMS, que ponen de manifiesto que unas jornadas prolongadas de trabajo que superen las cincuenta y cinco horas semanales elevan notablemente el riesgo de sufrir accidentes laborales físicos, así como accidentes cerebrovasculares y cardiopatías isquémicas. Este tipo de jornadas también se relacionan de forma significativa con crecientes problemas de salud mental<sup>13</sup>. Sin embargo, cuando las jornadas de trabajo y las pausas tienen una duración adecuada y se organizan bien, actúan como factores de protección del bienestar, al reducir los efectos adversos para la salud y contribuir a mejorar el rendimiento<sup>14</sup>.
- 2.10 El CESE recuerda que las Naciones Unidas y la Agenda 2030 relacionan la organización adecuada del tiempo de trabajo con los ODS, en particular con el Objetivo 5, meta 5.4 (introducir servicios, infraestructuras y políticas, como límites del tiempo de trabajo, para que tanto las mujeres como los hombres dispongan de más tiempo para contribuir de manera más equitativa al trabajo asistencial y doméstico no remunerado), y el Objetivo 8, meta 8.8 (proteger los derechos laborales y promover un entorno de trabajo seguro y sin riesgos para todos los trabajadores).

### 3. Observaciones generales

- 3.1 El CESE constata que los datos de Eurostat<sup>15</sup>, combinados con los datos de un estudio sobre la productividad<sup>16</sup>, demuestran una relación inversamente proporcional entre el número de horas trabajadas y la productividad: los países con menor jornada de trabajo promedio —teniendo en cuenta de forma conjunta la jornada a tiempo completo y la jornada a tiempo parcial— tienen mayor productividad, mientras que los países con mayor jornada de trabajo promedio tienen menor productividad según datos de 2023. El CESE está convencido de que una regulación adecuada de la organización y los límites del tiempo de trabajo es una medida necesaria para facilitar la conciliación de la vida laboral, familiar y personal, así como para proteger la salud física y mental de las personas trabajadoras, sin perjudicar la productividad, mejorándola incluso. De ahí el enfoque de beneficio mutuo que presenta una adecuada duración y organización del tiempo de trabajo, como se refleja en la Directiva 2003/88/CE y en el artículo 2, apartado 1, de la Carta Social Europea revisada.
- 3.2 En las últimas dos décadas, la regulación y la gestión del tiempo de trabajo se ha visto afectada por nuevas formas de organización del trabajo y del empleo y por el impacto de la innovación tecnológica (por ejemplo, trabajo móvil, trabajo a demanda, trabajo en plataformas, teletrabajo, trabajo flexible, trabajo inteligente, más trabajo autónomo, varios contratos para una sola persona, etc.).

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<sup>13</sup> Eurofound, [Psychosocial risks to workers' well-being - Lessons from the COVID-19 pandemic](#), capítulo 5, 2023.

<sup>14</sup> Eurofound, [Working time reduction with a focus on the four-day week - Literature review](#), 2024.

<sup>15</sup> Eurostat, [Actual and usual hours of work](#), 2024.

<sup>16</sup> Fundación BBVA, IVIE, [Los diez países de la UE-27 con mejores cifras de productividad por hora trabajada disponen de una comisión para impulsar su mejora](#), 2024.

- 3.3 El CESE señala que estos cambios están provocados o se ven acelerados por la digitalización de la economía. La flexibilidad laboral y la digitalización, si no se gestionan correctamente, pueden difuminar la distinción entre trabajo y descanso y pueden redundar en una mayor fragmentación del trabajo, tanto respecto del lugar como del tiempo. La tecnología crea nuevas posibilidades para controlar el tiempo de trabajo en beneficio de empresarios y trabajadores.
- 3.4 El mundo del trabajo también se ha visto profundamente afectado por la pandemia mundial de COVID-19, que trajo el teletrabajo en el domicilio combinado con la presencia *in situ*, de modo que los trabajadores realizan cada vez más «trabajo híbrido», como demuestran los estudios de Eurofound sobre este tema<sup>17</sup>. La generalización del teletrabajo tuvo lugar durante la pandemia y, aunque desde entonces su uso ha disminuido considerablemente en relación con la crisis de la COVID-19, no ha desaparecido y sigue siendo una opción a la hora de organizar el trabajo.
- 3.5 Más recientemente, los efectos del cambio climático antrópico han puesto de relieve nuevos desafíos para la organización del tiempo de trabajo, incluida la necesidad de garantizar la salud y la seguridad de las personas que trabajan y una organización del trabajo segura y saludable. La gran tragedia de la dana en España y la regulación dada por el Gobierno español evidencian este impacto. Si bien es cierto que otros países han experimentado trágicos sucesos relacionados con emergencias climáticas (sequías e inundaciones), el caso español es especialmente significativo, tanto por el número de víctimas (226 víctimas mortales y miles de afectados) como por la solución adoptada, basada en importantes cambios legislativos (por ejemplo, el Real Decreto-ley 7/2024, de 11 de noviembre<sup>18</sup>). Por lo demás, el aumento de las olas de calor causó 47 000 muertes en Europa en 2023 (el año más cálido registrado en todo el mundo y el segundo más caluroso en Europa), según un estudio publicado en Nature Medicine<sup>19</sup>.
- 3.6 El CESE advierte del riesgo que entrañan las visiones a «corto plazo»: aunque un mayor número de empleados que trabajan más horas puede contribuir, al principio, a aumentar la producción de una empresa y a mejorar su situación financiera, a medio plazo estas tienden a disminuir en la práctica, mientras que aumentan los riesgos para la salud de los trabajadores<sup>20</sup>. Los estudios científicos aportan argumentos sólidos respecto de los efectos positivos de unos límites del tiempo de trabajo adecuados —no solo para los trabajadores, sino también para terceros (pacientes y clientes)—, como la mejora de la calidad de los servicios prestados. Los empleadores se benefician de un uso más eficiente de los recursos y evitan el riesgo de perder clientes debido a la reducción de la calidad del servicio, las pérdidas de producción y los residuos asociados a un personal sobrecargado, o incluso el riesgo de un mayor número de accidentes laborales<sup>21</sup>.

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17 Eurofound, [The rise in telework - Impact on working conditions and regulations](#), p. 71, 2022, actualizado en 2023.

18 Véase el [enlace](#).

19 Nature Medicine, [Heat-related mortality in Europe during 2023 and the role of adaptation in protecting health](#), 2024.

20 Eurofound, [Overtime in Europe - Regulation and practice](#), 2022.

21 Eurofound, [Opting out of the European Working Time Directive](#), 2015.



- 3.7 El CESE señala que muchas empresas disponen de políticas adecuadas sobre jornadas de trabajo, pero que también existen prácticas preocupantes. Señala que un tiempo de trabajo mal organizado puede dar lugar no solo a problemas de salud en los trabajadores, sino también a una pérdida de productividad para las empresas. Según se desprende de los estudios, un tiempo de trabajo inadecuado puede suponer un incumplimiento de la legislación aplicable por parte de las empresas y exponerlas a riesgos operativos relacionados con una duración excesiva de la jornada. A su vez, ello puede llevar a las personas a abandonar las empresas, reducir la productividad y aumentar las tasas de absentismo y enfermedad. Además, se derivan daños significativos para la reputación empresarial cuando los problemas salen a la luz.
- 3.8 El CESE valora positivamente el debate abierto, y las experiencias piloto puestas en práctica en todos los Estados miembros<sup>22</sup> dirigidas a ensayar nuevos modelos de reducción y reorganización del tiempo de trabajo. Las publicaciones de Eurofound muestran diferentes disposiciones existentes para la reducción del tiempo de trabajo que están dando un nuevo impulso al debate sobre la reducción y reorganización del tiempo de trabajo. Entre estas figuran los siguientes modelos: trabajar seis días a la semana, cinco horas al día, y el régimen, más generalizado, de cuatro días a la semana y ocho o nueve horas al día de media («semana laboral comprimida»). También es importante señalar que las principales conclusiones de Eurofound indican que, si bien la reducción de la jornada laboral se percibe en la bibliografía como un factor positivo en términos de bienestar y salud de los trabajadores, los efectos sobre el empleo, la productividad y el medio ambiente son más inciertos<sup>23</sup>.
- 3.9 El CESE señala que las evaluaciones<sup>24</sup> de los proyectos piloto que implican una semana laboral de cuatro días con reducción de la jornada laboral pero manteniendo el salario han tenido una difusión geográfica muy amplia (América del Norte, Europa, Australia, Nueva Zelanda y Sudáfrica) en algunas empresas, pero siguen estando fragmentadas. Del mismo modo, los sectores involucrados son mucho más diversos, aunque los servicios de tecnologías de la información y empresariales están más representados que el sector industrial. El carácter sectorial y empresarial de la mayoría de estos proyectos piloto ha permitido debatir la viabilidad de estas soluciones para las empresas y los sectores mediante la negociación colectiva. No obstante, el CESE anima a las instituciones de la UE y a los Estados miembros a reflexionar sobre la manera de apoyar la reducción del tiempo de trabajo a nivel nacional en beneficio de los trabajadores y los empleadores, recurriendo a incentivos o actos legislativos que faciliten que el mayor número posible de sectores y empresas prueben estas fórmulas, siempre que resulte apropiado.
- 3.10 El CESE hace hincapié en la importancia de incluir a las personas con mayores necesidades, como aquellas con discapacidad, en proyectos piloto. Sin llegar a pronunciarse sobre los distintos proyectos piloto, el CESE señala que las empresas pueden tener que hacer frente a un aumento de los costes. El CESE destaca las siguientes modificaciones concretas en cuanto a la reducción del tiempo de trabajo:

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<sup>22</sup> Véanse los [enlaces correspondientes](#) en la página web del presente Dictamen.

<sup>23</sup> Eurofound, 2024.

<sup>24</sup> Eurofound, 2024.

- En Alemania, con una productividad superior a la media de la UE, el Gobierno fomentó un programa experimental para promover el modelo 100-80-100 (100 % de salario, 80 % de horas de trabajo y 100 % de rendimiento) auditado por la organización *4 Day Week Global*<sup>25</sup>, cuyo resultado fue que la productividad se mantuvo e incluso aumentó ligeramente. El 73 % de las 41 empresas que participaron en el experimento han adoptado definitivamente el modelo y no piensan volver al modelo anterior.
  - En Irlanda, un proyecto piloto promovió en 2023 la semana de cuatro días en las empresas participantes. Los resultados de este proyecto piloto en 2024 confirmaron mejoras en igualdad de género, mayor salud mental —con una reducción del 35 % del estrés y la ansiedad relacionados con el trabajo— y un impacto positivo en materia de reducción de la contaminación.
  - Islandia ha ampliado un programa piloto de semana de trabajo de cuatro días pasando del 1 % a más del 86 % de la población.
  - En noviembre de 2022, el Gobierno portugués promovió un proyecto piloto denominado «Semana laboral de cuatro días» a lo largo de seis meses, durante el cual las empresas del sector privado podían reducir la jornada laboral a 32, 34 o 36 horas semanales.
- 3.11 El CESE también señala que en Grecia se ha introducido por ley la posibilidad de trabajar un sexto día a la semana, en vigor desde el 1 de julio de 2024 (Ley 5053/2023, artículos 25 y 26). Esta norma se introdujo para combatir el trabajo no declarado, además de incrementar el salario del empleado (el sexto día el salario aumenta un 40 %), y afecta principalmente a las empresas que operan cinco días a la semana, 24 horas al día, con un sistema de turnos rotatorios. Esta regulación cuenta con el favor empresarial y el desacuerdo sindical.
- 3.12 El CESE señala que la semana laboral media en Grecia es de 39,8 horas, la más alta de la Unión Europea, seguida de la jornada laboral de Polonia y la de Chipre. Los Países Bajos tienen la semana laboral más corta, con 32,2 horas semanales en el empleo principal<sup>26</sup>.
- 3.13 El CESE constata que los datos de Eurostat<sup>27</sup>, combinados con los datos de un estudio sobre la productividad<sup>28</sup>, demuestran una relación inversamente proporcional entre el número de horas trabajadas y la productividad: los países con menor jornada de trabajo promedio —teniendo en cuenta de forma conjunta la jornada a tiempo completo y la jornada a tiempo parcial— tienen mayor productividad, mientras que los países con mayor jornada de trabajo promedio tienen menor productividad según datos de 2023<sup>29</sup>.

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<sup>25</sup> [4 Day Week Global](#).

<sup>26</sup> Eurostat, [How many hours per week do Europeans work?](#), 2024.

<sup>27</sup> Eurostat, [Actual and usual hours of work](#), 2024.

<sup>28</sup> Fundación BBVA, IVIE, [Los diez países de la UE-27 con mejores cifras de productividad por hora trabajada disponen de una comisión para impulsar su mejora](#), 2024.

<sup>29</sup> Fundación BBVA, IVIE, [Los diez países de la UE-27 con mejores cifras de productividad por hora trabajada disponen de una comisión para impulsar su mejora](#), 2024.

#### 4. Observaciones específicas

- 4.1 El CESE constata que las formas flexibles de organizar la jornada laboral —como las semanas de trabajo más reducidas, los regímenes de tiempo de trabajo escalonados, los horarios laborales anualizados, el horario flexible, los trabajos de guardia y de disponibilidad— plantean tanto nuevas oportunidades como desafíos. En este contexto, el CESE valora positivamente la jurisprudencia del TJUE que exige atender, para la organización del tiempo de trabajo, no solo a la Directiva 2003/88/CE sino también a la Directiva marco sobre salud y seguridad, para prevenir los riesgos de estrés en el trabajo, incluso si no se califican esos tiempos de guardia como de trabajo efectivo. No obstante, el CESE considera más adecuado abordar estas cuestiones mediante el diálogo social y la negociación colectiva en los niveles apropiados.
- 4.2 El CESE observa que el objetivo principal de los experimentos de treinta horas semanales repartidas en seis días, o de treinta y dos horas semanales en cuatro días, es lograr un mejor equilibrio entre el bienestar de los empleados y el aumento de la eficiencia de las empresas; muchas de estas disposiciones empresariales de reducción del tiempo de trabajo pretenden atraer mano de obra cualificada<sup>30</sup>.
- 4.3 El CESE reitera que la experiencia práctica demuestra que, si se acuerdan en el nivel adecuado, unas disposiciones bien diseñadas en materia de tiempo de trabajo, entre ellas la reducción del mismo, pueden ser mutuamente beneficiosas tanto para los trabajadores como para los empleadores, ya que hacen posible que los trabajadores tengan un mejor equilibrio entre el trabajo remunerado y su vida personal, sin perjudicar la productividad. A este respecto, si bien es cierto que la reducción del tiempo de trabajo ofrece los mejores resultados para conciliar la vida familiar y la vida profesional, la organización de la jornada laboral de manera flexible pero previsible, teniendo en cuenta las necesidades de los trabajadores, también tiene un impacto positivo en la relación entre el trabajo y la vida personal, según Eurofound<sup>31</sup>.
- 4.4 Además, unas disposiciones adecuadas sobre el tiempo de trabajo pueden hacer que las empresas sean más sostenibles y mejoren su productividad. Esta visión es compartida por las organizaciones empresariales, que se muestran favorables a recurrir a la negociación colectiva en el nivel adecuado, y los sindicatos, que además abogan por una mayor implicación de las normas y políticas públicas para reforzar el poder de la negociación colectiva en la reducción y reorganización del tiempo de trabajo. El CESE señala que las evaluaciones de los proyectos piloto realizados hasta el momento en relación con esos nuevos marcos legales y de promoción nacionales confirman los efectos positivos para la salud física y mental de las personas y para la eficiencia de las empresas.
- 4.5 El CESE señala que trabajar entre treinta y cinco y cuarenta horas semanales reduce significativamente el riesgo tanto de cardiopatía isquémica (40 %) como de accidente cerebrovascular (19 %) en comparación con trabajar más de cincuenta y cinco horas

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<sup>30</sup> Eurofound, [Working time reduction with a focus on the four-day week - Literature review](#), pp. 55-56, 2024 y Japan Labor Issues, vol. 3, n.º 16, julio de 2019, [Current State of Working Hours and Overwork in Japan: Part I: How Has It Changed Over the Years?](#).

<sup>31</sup> Eurofound, [Striking a balance - Reconciling work and life in the EU](#), 2018.

semanales<sup>32</sup>. El CESE considera que la UE (en el marco de sus competencias) y los Estados miembros (por medio de un diálogo social adecuado) deben promover las condiciones correctas de todo tipo —incluidas las jurídicas, económicas, organizativas y técnicas— para que las personas hablen de ellas y apliquen las distintas formas de flexibilidad del tiempo de trabajo, incluida la reducción de la jornada laboral.

- 4.6 El CESE considera que todo debate sobre la organización del tiempo de trabajo debería incluir a los interlocutores sociales. lo que también permite respuestas mejor adaptadas a cada sector y empresa y, por tanto, más flexibles y eficientes. Ha de tenerse en cuenta que estas soluciones de reducción y reorganización del tiempo de trabajo gozan en gran medida del favor de las personas trabajadoras, conscientes de sus beneficios. Si se diseñan adecuadamente, también reciben el apoyo de los empleadores, ya que contribuyen a la productividad de la empresa y a una gestión eficaz de los recursos humanos.
- 4.7 El CESE toma nota de las experiencias que muestran cómo la semana laboral de cuatro días puede servir de palanca para impulsar otros cambios en las organizaciones, animando a las empresas a optimizar sus procesos para hacerlos más eficientes y productivos.
- 4.8 El CESE está firmemente convencido del valor añadido de diseñar y probar diferentes modelos de configuración del tiempo de trabajo, incluida una semana laboral de cuatro días, cuando así lo acuerden los interlocutores sociales. En vista de la importante escasez de mano de obra, la reducción de la población en edad laboral y la búsqueda cada vez mayor de un equilibrio entre la vida laboral y personal, ofrecer un horario de trabajo flexible se convierte en un factor importante que ayuda a atraer talento.

Bruselas, 11 de marzo de 2025.

*La Presidenta de la Sección de Empleo, Asuntos Sociales y Ciudadanía*  
Cinzia DEL RIO

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**Nota:** siguen anexos.

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<sup>32</sup> OMS y OIT, [Long working hours increasing deaths from heart disease and stroke](#), 2021.

## **ANNEX I: PILOT PROJECTS FOR THE REDUCTION OF WORKING TIME: STATE OF PLAY**

### **EUROFOUND pilot project**

#### **Context and objectives**

Eurofound, in collaboration with the European Commission, is developing the pilot project Less hours, more well-being: Paving the way for a new EU working time regime. This study aims to analyse best practices in working time reduction and their impact on productivity, job satisfaction and work organisation in Europe.

#### **Project methodology and phases**

The project, launched in 2023 with a duration of four years and a large budget, consists of several phases:

- Theoretical review and policy mapping: Previous studies on working time reduction, including the four-day working week, have been analysed. This first phase has culminated in the publication of the report Working Time Reduction: The Four-Day Working Week - Literature Review, which compiles the most relevant scientific literature on the subject.
- Expansion of case studies: Initially planned in a small number, they will now be extended to 50 cases in 5-6 countries, including Spain.
- Development of case studies (2025-2026): Different models of reduced working hours will be investigated, such as a four-day week or reduced hours with no change in working days.
- Employee survey: This will be based on the European Working Conditions Survey 2024, with the aim of measuring the effects on productivity, well-being and working conditions.

#### **Key findings and challenges**

The initial report highlights that shorter working hours can improve workers' productivity, well-being and job satisfaction. However, it also points to challenges such as the long-term sustainability of these models and the need for greater stakeholder involvement in their implementation.

#### **Next steps**

Eurofound will carry out case studies in different European countries, including visits to Spain to collect information from companies, employers and workers. In addition, the next project report, reviewed by the European Commission, is expected to be published later this month or early next month, which will mark the next stages of the research and its potential impact on future EU labour policies.

## **BELGIUM**

In 2022, Belgium introduced a labour reform that allowed employees to opt for a 4-day working week, instead of the traditional 5-day working day, while maintaining the same weekly working hours. This reform was presented as a way to improve work-life balance while maintaining productivity levels. The system is based on voluntariness.

### **Context and operation of the reform:**

Until the beginning of 2022, workers in Belgium followed a standard 5-day working week of 36 to 40 hours per week. The reform offered employees the option to organise their working time over 4 days, with working hours of up to 10 hours per day, instead of 5 days of 7 or 8 hours. This option, available to employees, does, however, not oblige companies to adopt the model - and is therefore based on voluntariness both from the company and employee side, but it does give them the opportunity to adjust their operations to allow for the short-time working option. In addition, a six-month trial period is provided so that employees can assess whether this working pattern suits their needs.

The principle behind this reform is to give employees more autonomy to organise their time and thus improve well-being and flexibility in their lives<sup>33</sup>.

### **Potential benefits:**

- **Better work-life balance:** One of the main attractions of this model is that it allows workers to have an extra day off each week, which could improve the balance between work and personal responsibilities. This extra time could help employees reduce the stress and burnout associated with long hours.
- **Greater flexibility:** The option to choose how to distribute working hours is a significant advantage, especially for those with family or personal responsibilities, as it allows them to adapt their working day according to their needs.
- **Potential productivity improvement:** Some studies suggest that concentrating the workday into fewer days may improve employee productivity and concentration, as they have more time to rest and recuperate between shifts. The theory behind this is that with more time off, workers are more motivated and focused.
- **Increased job satisfaction:** The possibility of choosing more flexible working hours and having an additional day off could improve job satisfaction and, as a consequence, increase employees' commitment to their company.

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<sup>33</sup> Euronews (2022). Belgium approves four-day week and gives employees the right to ignore their bosses after work. Available at: <https://www.euronews.com/next/2022/02/15/belgium-approves-four-day-week-and-gives-employees-the-right-to-ignore-their-bosses>.

## **Challenges:**

However, this reform also presents important challenges and limitations that should not be ignored:

- **Longer working hours and fatigue:** 10-hour days are not suitable for all workers. While some may be able to adapt to these extended hours, many may find them too tiring and fatiguing. In the long term, such long hours may affect the physical and mental well-being of employees, as well as making it difficult to manage family or personal tasks after a long day's work. For some sectors, this model may not be sustainable, as the necessary rest between working days may be compromised.
- **Compatibility with sectors requiring daily presence:** The reform does not take into account the uneven impact it may have on sectors that rely on the constant presence of employees, such as commerce, customer services, or health. For these sectors, the 4-day working day could require a significant reorganisation of staff management, which can be costly and logistically complex. In addition, maintaining service quality on all days of the week can be a challenge for many companies.
- **Impact on productivity:** While some studies suggest that concentrated working hours can improve productivity, not all sectors may experience the same results. Ten-hour days may result in reduced efficiency as employees become fatigued throughout the week. Productivity depends not only on hours worked, but also on factors such as motivation, time management and working conditions.
- **Lack of real reduction in hours:** A critical aspect of this reform is that it does not reduce total working hours, but merely redistributes them. This means that the benefit of an extra day off is offset by significantly longer working hours. If the aim is to improve well-being and reduce work-related stress, simply redistributing hours does not seem to be a complete solution. In many cases, longer hours may be less effective in the long run<sup>34</sup>.

## **DENMARK**

In 2019, the municipality of Odsherred in Denmark implemented an innovative 35-hour working week spread over 4 days. This model, pioneered in the public sector, aims to give employees more time off without sacrificing their income or workload<sup>35</sup>.

### **How the 4-day model works in Odsherred:**

The 4-day model applies to workers in administrative functions and is implemented in combination with a decision in the municipality to have administrative services closed for the public on Fridays, but with longer opening hours on Monday to Thursday.

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<sup>34</sup> The Brussels Times (2024). The work-life balance Belgium wants? Four-day work week not catching on. Available at: <https://www.brusselstimes.com/1275369/the-work-life-balance-belgium-wants-four-day-work-week-not-catching-on>.

<sup>35</sup> The local DK (2019). Odsherred Municipality is to become the first local authority in Denmark to implement a four-day working week. Available at: <https://www.thelocal.dk/20190916/danish-municipality-introduces-four-day-working-week>.

The system allows workers to concentrate their 37-hour working week into 4 working days, working on average for 32 hours a week from Monday to Thursday. This leaves an additional 5 hours, which the worker can decide to allocate outside the agreed working hours. The worker is allowed to leave Friday as a full day off for a minimum of 34 weeks a year. This allows employees to enjoy a three-day long weekend, which can improve work-life balance.

Although the model involves longer working hours, it is designed so that employees maintain the same number of hours per week (35), so there is no loss of pay or benefits. However, out-of-hours availability is also required: employees must be prepared to attend to emails and calls outside their official hours, which can place an additional burden on their personal time.

### **Expected benefits:**

- **Increased time off:** The main attraction of this model is the additional day off, which offers a better work-life balance, reducing stress and improving the overall well-being of workers.
- **Motivation and productivity:** The 4-day working day has been shown in other contexts to reduce burnout and increase motivation, which could translate into increased productivity on working days. With more time off, employees feel more engaged and rested.
- **Attractiveness for new talent:** The reform also makes the municipality more attractive to workers seeking a better quality of life, which could help retain existing employees and attract new talent.

### **Challenges of the model:**

- **Long hours:** Despite the reduction in working days, 8.75-hour days can be exhausting, especially for those who perform intensive or highly concentrated tasks.
- **Out-of-hours availability:** The flexibility required outside working hours to answer emails and deal with emergencies could create additional pressure, making it difficult to fully disconnect from work.
- **Compatibility with all sectors:** While in administrative and office areas this model works well, in sectors that require continuous presence (such as emergency services or customer service), it may be more difficult to implement without affecting the quality of service.

The municipality of Copenhagen has also initiated a in Denmark is following the trend with a 4-day working week pilot programme starting in 2024. This project will be implemented in some sectors of local government and aims to assess the feasibility of a reduced working week in the public sector. The pilot programme involves 17 institutions in the municipality and has currently been prolonged until April 2025<sup>36</sup>.

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<sup>36</sup> DR.dk (2024). Nu får ansatte i Københavns Kommune mulighed for at få en fire dages arbejdsuge. Available at: <https://www.dr.dk/nyheder/indland/nu-faar-ansatte-i-koebenhavns-kommune-mulighed-faa-en-fire-dages-arbejdsuge>.



### **Objectives of the Copenhagen experiment:**

The initiative has several key objectives:

- Reduce stress: By giving employees an extra day off, it is expected that stress levels will decrease, which could lead to greater job satisfaction and less burnout.
- Improve productivity: Proponents of the model argue that with more time off, employees will be more focused and motivated during their working day, which translates into greater efficiency.
- Compatibility: Shorter working hours must support and be compatible with core work functions and cooperation within the municipality.
- Service: The pilot programme must not result in lower service standards.
- Voluntary participation: The individual worker's participation in the pilot programme must be entirely voluntary.
- More free days: The allocation of working hours must provide the possibility for more free working days for the workers.

### **Aspects to be evaluated:**

- Impact on public sector efficiency: The pilot project will measure whether reduced working hours can maintain or even improve productivity levels in public sectors where efficiency and coverage are essential.
- Compatibility with service provision: As with other short-time working models, compatibility with key sectors, such as customer service or emergency services, will be one of the main challenges. However, it is expected that the model will be adjusted according to the needs of each area.

## **FRANCE**

The 4 Day Week pilot in France, launched in 2024, is an innovative project that aims to explore the impact of a shorter working week without a reduction in pay. In partnership with *Emlyon Business School*<sup>37</sup> and supported by *4 Day Week Global*<sup>38</sup>, the project allows 50 French companies to adopt a 32-hour working week instead of the traditional 35 hours that are common in the country, while maintaining the same salary for employees.

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<sup>37</sup> Emlyon Business School (2024). Available at: [em-lyon.com](https://em-lyon.com).

<sup>38</sup> 4DayWeekGlobal. Available at: <https://www.4dayweek.com/>.

This pilot aims to improve the work-life balance of workers by allowing them more free time to rest, engage in personal or family activities, and thus improve their overall well-being. The aim is to test whether shorter working hours can improve productivity, without negatively affecting companies' profitability or the quality of work<sup>39</sup>.

### **Context and objectives of the pilot:**

- **Participation of 50 companies:** 50 companies from different sectors will be selected to participate, allowing the impact of the measure in a variety of working environments to be analysed.
- **No reduction in salary:** Employees will continue to receive their full salary, which reinforces the idea that productivity can be maintained or even improved without the need for longer working hours.
- **Impact on productivity and well-being:** Organisers expect that workers, with more time off, may have higher motivation and satisfaction in their work, which could translate into greater efficiency and better results for companies.

### **How does the pilot work?**

The specific details of the programme include the implementation of a 4-day working day (Monday-Thursday or Tuesday-Friday, depending on the company), where employees would work 32 hours, flexibly spread over the working days. During the trial period, the companies involved will be required to monitor the impact on both employee well-being and company productivity.

Importantly, applications to participate in the pilot close on 31 July 2024, giving interested companies until that date to submit their applications.

### **Potential impact:**

- **For employees:** The possibility of an additional day off per week has great potential to improve overall well-being, reducing stress and promoting work-life balance.
- **For businesses:** While the cost of a day less work might seem high, the model seeks to demonstrate that the gains in productivity, creativity and employee satisfaction can outweigh any potential loss of working time.

## **GERMANY**

In Germany (where the annual working hours are already amongst the lowest in the world ) there has started its first 4-day work week pilot project, in a collaboration between *4 Day Week Global*<sup>40</sup>, *Intraprenör*<sup>41</sup> and the University of Münster<sup>4243</sup>. This trial started in September 2023 with the

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<sup>39</sup> 4jours.work (2024). Available at: <https://4jours.work/formation-semaine-de-4-jours-en-france>.

<sup>40</sup> 4DayWeekGlobal. Available at: <https://www.4dayweek.com/>.

<sup>41</sup> Intraprenör (2024). Available at: <https://www.intraprenoer.de>.

participation of 45 companies of various sectors and sizes, and aims to explore how a shortened working week can improve productivity, employee well-being and work-life balance. The pilot will run for a period of six months, with a final report due in October or November 2024, providing a comprehensive analysis of the results obtained.

### **Main aspects of the trial until mid-way through the project:**

So far, the pilot has shown promising progress and has yielded significant data on the feasibility and benefits of a 4-day working week in German companies.

- **Labour retention:** Importantly, 93% of the companies that started the trial remain committed to the 4-Day model, reflecting a high level of satisfaction and interest on the part of participating companies. This retention rate is a positive indication that companies consider that the benefits of the 4-day week outweigh the initial challenges.
- **High participation of small companies:** 54% of the participating companies are small companies, with between 10 and 49 employees. This shows that small and medium- sized enterprises are also willing to try this model, despite initial concerns about the feasibility of implementing it in smaller organisations.
- **Diversity of sectors:** The 45 participating companies come from 13 different industry sectors, providing a global view of the potential impact of the 4-day working week on different types of businesses and sectors, from technology and services to manufacturing and education. This allows for an assessment of how this reduced working time may affect different types of work and economic sectors.
- **Broad inclusion:** Importantly, 60% of companies include between 90% and 100% of their staff in the trial. This ensures that the pilot has a broad representation of employees, which improves the quality of the results obtained, as it reflects the experience of the majority of staff and not just management or senior management.
- **Reduction of working time:** Approximately 38% of the participating companies have managed to reduce their working time by 20%, which is in line with the objectives of the 4-day working week, which aims to reduce working time without affecting employees' pay and productivity. This reduction in working time seems to be aligned with the desire to offer more time off while maintaining work efficiency.

### **Potential benefits of the 4-day working week:**

Although the pilot is still ongoing, the data collected so far has revealed several promising benefits for both employees and employers:

1. **Attractiveness for employers:** The 4-day working week has proven to be an attractive factor for more job seekers. Companies have noticed an increase in the quality and quantity of

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42 Universität Münster (2024). Available at: <https://www.uni-muenster.de/en/>.

43 4tagewoche (2024). Germany: A glimpse into the engine room. Available at: [4DW-Germany-Midtrial-Report\\_english\\_final](#).

candidates interested in working with them, which could make it easier to attract and retain talent, especially in competitive sectors or sectors with a shortage of skilled labour.

2. Employee engagement: Employees participating in the pilot are more motivated and committed to their work. They are more willing to identify opportunities for improvement, optimise processes and contribute creatively to the work. This increased motivation has had a positive impact on overall productivity, as employees are better focused and have more energy during their working day.
3. Better work-life balance: The additional day off provided by the 4-day work week improves employees' work-life balance, reducing stress and fatigue. This also contributes to greater emotional engagement with the company, as employees can have more time to rest, spend with their families, or simply have time for themselves, which improves their overall well-being and makes them more productive on the days they do work.
4. Potential for innovation: With more free time and a better work-life balance, employees can feel more inspired and innovative. With reduced burnout, they can devote their energy more efficiently to generating new ideas and improving existing processes in the company.

### **Challenges and considerations:**

While progress so far is promising, some challenges have also been identified that need to be managed during the remainder of the pilot, for instance:

- Operational adjustments: Companies need to make adjustments to ensure that work remains smooth, even with fewer working days. This may include reorganising schedules, redefining roles or implementing new tools to ensure projects are completed efficiently.
- Long-term sustainability: Although preliminary results are positive, the long-term effects of working time reduction need to be monitored further. The key question is whether the benefits gained are sustained over time or whether attrition from extended working hours could become a problem.

## **ICELAND**

Iceland has gained considerable international attention for its successful 4-day working week model, driven by pilot studies conducted between 2015 and 2019. This project, which involved more than 2,500 mostly public sector workers, explored the effects of reducing the working week from 40 to 35 or 36 hours, with no reduction in pay. The initiative was driven by the Icelandic government, in collaboration with Reykjavik City Council and local trade unions, with the aim of assessing the effects of this reduction on productivity, employee well-being and work-life balance<sup>44</sup>.

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<sup>44</sup> Common dreams (2024). How's Iceland's 4-Day Work Week Working? 'Incredibly Well,' Study Says. Available at: <https://www.commondreams.org/news/iceland-4-day-workweek>.

### **Positive results from the pilot studies:**

Pilot studies conducted between 2015 and 2019 showed very positive results for both employees and employers:

- Improvements in well-being and work balance: Workers reported significant improvements in their overall well-being, resulting in reduced stress and burnout. They also reported an improvement in their work-life balance, as having more free time allowed them to devote more attention to their family, friends and personal activities.
- Maintaining or improving productivity: A key finding was that, despite the reduction in hours, productivity in many cases remained at the same level or even improved in certain sectors. Employers reported that, in general, the quality of work and service were not affected by the reduction in hours, and that in some cases efficiency and performance increased due to greater focus and energy on the part of employees.
- Widespread acceptance: The positive results of the pilot generated interest and support among both workers and employers, which prompted the expansion of the model to more areas within the public sector and favoured its general acceptance.

### **Expansion of the model at national level:**

Due to the success of the pilots, Iceland has taken important steps to adopt this 4-day working week model more widely at the national level:

- Access to short-time working: Based on the positive results, approximately 86% of Icelandic workers now have access to the option of a 4-day working week, mainly in the public sector. This achievement has been made possible through union negotiations and collective agreements, which have allowed employees to adjust their working hours according to the needs of each sector, while maintaining wage levels.
- Key trade union negotiations: Trade union negotiations have been essential in facilitating this transition. Trade unions have played a crucial role in promoting reduced working hours without loss of income for workers. This has helped to achieve a high level of acceptance among employers, especially in the public sector, which has been the main driver of change.
- Sectoral adaptability: Collective agreements allow for flexible adaptation of working time according to the characteristics of each sector. This means that companies can choose how to distribute working hours efficiently, so that operations continue to run smoothly.

### **Implementation Challenges:**

While the 4-day work week model has been successful in many respects, it has also presented certain challenges, especially in sectors with high demand for continuous services:

- Sectors with constant high demand: In areas such as health, education and other essential public services, the reduction in working hours has required significant organisational adjustments. Health care and education, for example, are sectors that cannot afford service

disruption, so companies and organisations have had to reorganise their shifts or, in some cases, hire additional staff to cover the lost hours.

- Logistical and organisational adjustments: The implementation of reduced working hours has also required the reorganisation of work structures and internal processes in some institutions. These adjustments have been necessary to ensure that the benefits of reduced working hours do not interfere with the quality of service or the performance of daily tasks.
- Long-term adaptation: The Icelandic government and trade unions have seen these challenges as part of an adaptation process necessary to ensure that the benefits of reduced working time remain sustainable in the long term.

## **IRELAND**

In Ireland, the reduction of working time to four days has gained momentum in recent years, thanks to pilot programmes run by organisations such as *Four Day Week Ireland*<sup>45</sup> and *4 Day Week Global*<sup>46</sup>. These initiatives are based on the 100:80:100 model, which proposes to maintain 100% of salary, reduce working time to 80% and achieve 100% productivity. One of the most prominent programmes of this type was the pilot launched in January 2022, which involved companies from different sectors and lasted six months<sup>47</sup>.

### **Positive results of the pilot programme:**

The 2022 pilot in Ireland yielded a number of positive results for both employees and employers, showing the potential of the 4-day work week to improve quality of life and productivity.

- Improvements in physical and mental well-being: During the pilot, employees reported significant improvements in their physical and mental well-being. Reduced working hours contributed to less fatigue and reduced stress, allowing workers more time to rest and engage in personal activities, improving their overall health.
- Better work-life balance: The majority of workers highlighted a better work-life balance, as the extra day off allowed them to spend more time with their families, look after their personal well-being or pursue hobbies and interests outside work.
- Reduced work-related conflict: A decrease in work-related conflict was also observed, especially in relation to the demands of family life. Employees had more time to fulfil their personal responsibilities, which reduced stress and conflict due to lack of time or work overload.
- Increased productivity: A key finding of this pilot was that most participating companies reported an increase in productivity, despite the reduction in hours worked. Employees felt

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<sup>45</sup> 4DayWeekIreland (2024). Available: <https://fourdayweek.ie/>.

<sup>46</sup> 4DayWeekGlobal. Available at: <https://www.4dayweek.com/>.

<sup>47</sup> 4DayWeekIreland (2023). The US/Ireland 4 Day Week Trial Results. Available: <https://www.4dayweek.com/us-ireland-results>.

more motivated, focused and engaged, leading to greater efficiency and higher work output during working days.

- **Increased job satisfaction:** The majority of employees expressed a high degree of satisfaction with the new working hours, which also contributed to higher talent retention and improved morale within the companies.

### **Economic and environmental impact:**

In addition to the employment and welfare benefits, the 4-day work week pilot programme also had a positive impact on other areas, such as the economy and the environment:

- **Reduced commuting hours:** By having an additional day off, commuting hours were reduced, which not only benefited employees in terms of time savings, but also reduced costs associated with transport, such as fuel or the use of public transport.

**More sustainable behaviours:** The reduced working day also had a positive impact on the environment. Companies saw a decrease in energy consumption by having offices closed on additional non-working days. This resulted in energy savings and a lower environmental impact due to reduced emissions associated with the operation of the facilities<sup>48</sup>.

### **Model continuity and expansion:**

The success of the pilot led to many of the participating companies deciding to maintain the 4- day working week after the trial ended. The positive evidence on productivity, employee wellbeing and job satisfaction generated strong interest in expanding this model to more companies and sectors in Ireland.

- **Political interest:** The results of the pilot programme were presented to political leaders in Ireland, which generated a great deal of interest in the possibility of adopting this model more widely in the country. The authorities showed interest in exploring how this practice could be implemented nationally, especially in the private sector and in organisations of other sizes.
- **Challenges for certain sectors:** Despite the positive results, some sectors in Ireland, such as health and education, present additional challenges for the implementation of the 4-day working week. The continued demand for services in these fields makes the reduction of working hours more difficult to implement without affecting the quality or availability of the service. However, some sectors are already exploring ways to adapt the model, such as organising flexible shifts or hiring additional staff to cover lost hours.

### **Implementation challenges:**

While the pilot has been a success in many respects, there are challenges to mass adoption:

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<sup>48</sup> UCD Dublin Research (2024). The 4-day week: making work healthier and more sustainable. Available at: <https://www.ucd.ie/research/impact/casestudies/the4-dayweekmakingworkhealthierandmoresustainable/>.

1. Adapting to different industries: Some industries have a constant demand for work, which can make it more difficult to implement a 4-day schedule without compromising the quality or continuity of services. Companies in these sectors may need to reorganise their operations, streamline processes or hire more staff to compensate for reduced hours.
2. Resistance to change: In certain sectors or companies, there may be resistance to change due to fears about loss of competitiveness or the difficulty of adjusting work processes. However, the results of the pilot show that the benefits outweigh the potential drawbacks, and the experience of other companies could help to reduce this resistance.
3. Inequality in sectoral adoption: While sectors such as technology or professional services have shown considerable success with the 4-day work week, sectors such as health, education and some customer services face more complex logistical challenges. Specific strategies need to be developed to implement this model in these sectors without affecting service quality.

## **PORTUGAL**

Portugal has recently launched a government-backed four-day working week pilot programme, which started in June 2023 and lasts for six months. The experiment involves 41 private sector companies and more than 1,000 employees, with the aim of assessing how reducing the working week affects workers' mental health, work-life balance, economic performance, and social and environmental effects<sup>49</sup>.

The initiative is being coordinated by 4 Day Week Global in collaboration with researchers from Birkbeck University London and Henley Business School. Participating companies have committed to maintaining full salaries despite the reduction in working hours.

### **Positive results of the pilot programme:**

The first results of the pilot programme in Portugal have been extremely positive, with improvements for both employees and companies:

- Better work-life balance: Employees have reported a significant improvement in their work-life balance. Many of them reported that they now have more time for their families, which has led to reduced stress and a better quality of life.
- Reduced stress and burnout: Employees reported a noticeable decrease in stress and fatigue. In addition, burnout levels decreased by 19%, reflecting an overall improvement in psychological and physical well-being.
- Increased productivity: Participating companies observed an increase in productivity, as workers were more engaged and creative during their reduced working hours. This increased motivation and energy during working hours resulted in better performance in daily tasks.

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<sup>49</sup> 4DayWeekPortugal (2024): The 4 Day Week Portugal Trial Results. Available at: <https://www.4dayweek.com/portugal-2024-pilot-results>.



- Improved quality of work: The quality of work also improved, as employees, feeling less exhausted, were able to maintain a high level of concentration and efficiency during their working day, allowing them to fulfil their responsibilities effectively.
- High job satisfaction: Satisfaction in the work environment increased significantly, with 85% of employees saying they would only consider changing jobs if the job offer included a 5-day working week and a salary that was at least 20% higher. This suggests that the 4-day work week model may be a key factor in talent retention.

### **Impact on mental health and well-being:**

One of the main focus areas of the programme is employee mental health, and the results have been very encouraging:

- Reduced anxiety: Anxiety levels were reduced by 21%, reflecting an improvement in employees' mental health due to the additional time off.
- Decreased fatigue: Fatigue experienced by employees was also reduced by 23%, allowing workers to feel more energised and better able to cope with their work and personal responsibilities.
- Improved sleep quality: Sleep problems also decreased by 19%, which may indicate that the reduction in working hours has helped employees to rest better and get more restful sleep, contributing to their overall well-being.
- Reduced depression and emotional stress: Symptoms of depression and emotional stress were reduced by 21%, suggesting that shorter working hours have a positive impact on employees' psychological health.
- Reduced loneliness: Feelings of loneliness decreased by 14%, which could be related to the increased free time workers can devote to their social and family relationships.

### **Impact on work-life balance:**

One of the most notable achievements of the programme has been the improvement in work- life balance:

- Reducing difficulties in reconciling work and family: The percentage of workers who found it difficult to reconcile their work and family responsibilities fell from 46% to 8%, showing great progress in employees' ability to balance both aspects of their lives.
- More time with family: Some 65% of employees reported that they now spend more time with their families, which not only improves personal well-being, but also strengthens family ties and improves overall quality of life.

### **Economic and productivity results:**

The economic impact of the pilot programme has also been very positive:

- Stable or increasing revenues: Despite the reduction in hours, company revenues remained stable or even increased in some cases. This suggests that shorter working hours do not negatively affect business profitability.
- Better talent recruitment: Companies reported that the process of recruiting new talent has been improved, as the 4-day working week has made companies more attractive to potential candidates. This model appears to be a competitive benefit in attracting talent to the labour market.
- Employee retention: In addition, employee retention has improved, indicating that shorter working hours not only improve employee well-being, but also enhance employee loyalty and loyalty to the company.

## **SPAIN**

Spain is undertaking a number of public and private initiatives around the implementation of the four-day working week, with the aim of improving employee well-being, productivity and work-life balance. These experiences, which include pilot programmes and trials in different sectors, could lay the foundations for a wider adoption of this reduced working day at national level.

### **Public Initiatives**

- Ministry of Industry, Tourism and Trade pilot programme

In 2022, the MITC launched a pilot programme aimed at reducing working hours in small and medium-sized companies in the industrial sector. This programme is endowed with a budget of 10 million euros and offers subsidies of up to 150,000 euros per company for companies that adopt the four-day week without reducing wages. The aim is to evaluate the effects of this model on productivity and employee well-being, with a requirement to maintain the model for at least two years to assess its long-term impacts. This measure was made possible thanks to an agreement with the political party Más País, which advocates shorter and more flexible working hours. The project seeks to analyse whether a reduction in working hours can improve business efficiency without affecting profitability<sup>50</sup>.

- Valencia City Council experiment

In 2023, Valencia City Council launched a pilot programme that implements the four-day, 32-hour working week across the board for municipal workers. Approved in plenary session by Mayor Joan Ribó, this experiment took place from 10 April to 5 May 2023. The main objective of the pilot was to assess the effects of a shorter working week on the productivity of municipal public sector employees, their well-being and the performance of public services.

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<sup>50</sup> Ministry of Industry and Tourism (2024). The EOI resolves the call for grants for pilot projects to reduce working hours in industrial SMEs. Available in: <https://www.mintur.gob.es/es-es/GabinetePrensa/NotasPrensa/2024/Paginas/Resolucion-definitiva-proyecto-piloto-reduccion-jornada-laboral-EOI.aspx>

During this period, employees maintained their full salary, enjoying an additional day off each week. Preliminary results showed improvements in workers' quality of life and a decrease in work-related stress<sup>51</sup>.

### **Private Initiatives**

#### – Delsol Software

In 2020, Software Delsol implemented the four-day work week for all its employees, becoming one of the pioneering companies in Spain. Since its adoption, the company has increased its turnover and improved the satisfaction of its customers, who rate its services 9.81 out of 10. The implementation of this reduced working day has strengthened employee loyalty and commitment, which has generated benefits for both the company and its customers. This case has been seen as a successful example of how shorter working hours can be beneficial to companies without sacrificing performance<sup>52</sup>.

#### – Telefónica and other large companies

Telefónica has carried out limited trials in some of its departments, where it has offered employees the option of working reduced working hours. However, the company has not implemented this model across the board due to concerns about possible impacts on the company's competitiveness and productivity. Telefónica's caution reflects a common challenge in large companies: accommodating short-time working without affecting overall performance. Despite this, some large corporations are beginning to experiment with flexible working models<sup>53</sup>.

#### – Other experimental companies and sectors

Companies in sectors such as technology and fashion are exploring the four-day week model. One prominent example is Desigual, which in 2021 allowed employees in its offices to opt for this reduced working day. The implementation of the four-day week has enabled Desigual to attract talent and improve job satisfaction, resulting in greater organisational engagement. This type of initiative is increasingly common in innovative companies seeking new ways to attract and retain talent in a competitive labour market<sup>54</sup>.

## **SWEDEN**

Sweden is leading initiatives to implement the four-day working week, a model promoted by 4 Day Week Global, with the aim of improving productivity, employee well-being and work-life balance.

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<sup>51</sup> ElPaís (2023). Valencia's four-day trial improved health, reduced pollution but hurt trade. Available at: <https://elpais.com/economia/2023-10-17/la-prueba-de-jornada-de-cuatro-dias-en-valencia-mejoro-la-salud-redujo-la-contaminacion-pero-perjudico-al-comercio.html>

<sup>52</sup> SoftwareDelSol (2020). We are the first company in Spain to introduce the four-day working week. Available at: <https://softwaredelisol.com/noticias/semana-laboral-4-dias>.

<sup>53</sup> CincoDías (2024). Telefónica will start in July the process of reducing working hours in Spain to 36 hours in 2026. Available at: <https://www.telefonica.com/es/sala-de-prensa/semana-laboral-reducida>.

<sup>54</sup> Desigual (2021). Desigual employees approve the 4-day working week by a large majority. Available at: [https://www.desigual.com/es\\_IC/Desigual-employees-approve-the-4day-working-week.html](https://www.desigual.com/es_IC/Desigual-employees-approve-the-4day-working-week.html).

Starting in June 2024, a new six-month pilot project with several companies in Sweden will explore both the benefits and practical challenges of a reduced working week.

### **Background to the four-day working week in Sweden**

#### **– Pilot project in Gothenburg**

In 2015, Sweden carried out a pioneering pilot project in Gothenburg, where a four-day working week was implemented, but not following the traditional 32-hour working week model. Instead, a schedule of six hours per day was applied, totalling 30 hours per week. This initiative used the ‘100:80:100’ approach, which meant that employees received 100% of their salary for working 80% of their usual time, with no loss of productivity (100% effectiveness).

The programme was funded by local government, and was carried out in the public sector, allowing government institutions to participate without reducing employees’ salaries. This experiment lasted almost two years, making it one of the longest of its kind.

The experiment in Gothenburg involved 80 employees from the orthopaedic unit of a hospital and two nursing homes. The results were remarkably positive:

- At the hospital, no sick leave was reported during the 24-month trial.
- In the nursing homes, the reduced working day of six hours per day increased activities with patients by more than 80% compared to the control group, which maintained the eight-hour working day.

However, the project cost \$120,000 per month, which led to its discontinuation after a change of government<sup>55</sup>. Although it was not continued at the state level, the positive results on employee productivity and welfare were significant and set a precedent for other experiments.

### **Companies in Sweden implementing the four-day week**

Several Swedish employers have successfully adopted the four-day working week model in various industries.

#### **Seably**

Seably, a company founded by the Swedish Shipowners’ Association and dedicated to providing training in the maritime sector, adopted the four-day week in September 2022. Following the ‘100:80:100’ model, most employees enjoyed Fridays off. The trial was successful, with a marked improvement in employee satisfaction, reduced burnout and increased productivity. In addition, the model contributed to a better work-life balance for employees<sup>56</sup>.

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<sup>55</sup> The Guardian (2015). Efficiency up, turnover down: Sweden experiments with six-hour working day. Available at: <https://www.theguardian.com/world/2015/sep/17/efficiency-up-turnover-down-sweden-experiments-with-six-hour-working-day>.

<sup>56</sup> Seably (2022). Seably is now part of a Four-Day Week Trial. Available at: <https://www.seably.com/blog/seably-four-day-week-trial>.

## **Sandqvist Bags**

Renowned backpack and accessories brand Sandqvist Bags adopted the four-day week in February 2023, with the aim of improving employee wellbeing without reducing salaries. The implementation resulted in improved employee wellbeing, sustained performance and increased talent attraction and retention. This change also increased employee satisfaction and engagement, aligning with the company's vision to improve performance through greater work flexibility<sup>57</sup>.

## **Toyota**

Car giant Toyota has also tested the four-day week in Sweden. In this case, mechanics worked longer hours over four days instead of the traditional five. Employees who opted for the reduced 30-hour week showed higher levels of productivity than those on the regular working week. In addition, they experienced less absenteeism, higher job satisfaction and lower staff turnover. Customer satisfaction also increased, attributed to a more motivated and rested team<sup>58</sup>.

## **The national pilot project in 2024**

Starting in June 2024, Sweden will conduct a new pilot project involving several companies in the country. The six-month experiment will assess both the benefits and practical challenges of the four-day working week. Among the aspects to be analysed are:

- Impact on the mental health of employees.
- Effects on work-life balance.
- Productivity of enterprises.
- Associated costs and organisational adaptation.

This pilot will be a key evaluation to decide whether the short-time working model can be adopted more widely in Sweden and possibly in other countries.

## **SWITZERLAND**

In Switzerland, the idea of implementing a four-day working week is gaining popularity, although it has not yet been officially adopted at the national level. However, in 2024, a major pilot experiment will be conducted with the aim of assessing the feasibility of this model in the Swiss context. This project, which will involve between 10 and 50 companies, will run from October 2024 to March 2025 and its main purpose is to assess the effects of reduced working hours on the health and productivity of workers<sup>59</sup>.

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<sup>57</sup> Sandqvist (2023). Sandqvist introduces four-day week. Available at: <https://www.drapersonline.com/news/sandqvist-introduces-a-four-day-week#:~:text=Sandqvist%20the%20Swedish%20handbag%20brand,to%20improve%20work/life%20balance.&text=The%20new%20way%20of%20working,same%2C%20despite%20the%20reduced%20hours.>

<sup>58</sup> Woohoo (2016). Introducing a 30-hour work week at Toyota Gothenburg. Available at: [Introducing a 30-hour work week at Toyota Gothenburg – YouTube](#).

<sup>59</sup> 4dayweek (2024). Switzerland. Available: <https://4dayweek.io/country/switzerland>.

## **Objectives and collaboration of the pilot project**

The Swiss experiment will be coordinated by 4 Day Week Global<sup>60</sup>, together with Hailperin Consulting<sup>61</sup> and the Bern University of Applied Sciences<sup>62</sup>. During the trial, participating companies will reduce their working hours by at least four hours per week, while maintaining employees' wages. This follows the '100:80:100' model, in which employees work 80% of their usual time (around 32 hours instead of 40) but still receive 100% of their salary, without compromising productivity.

## **Expected impacts**

The main focus of the project will be to investigate the implications for workers' health and productivity. The expected results are similar to those of previous studies in countries such as the UK and Iceland, where a shorter working week has shown significant benefits, such as:

- Stress reduction.
- Increased job satisfaction.
- Better work-life balance.

In addition, the study also aims to assess the impact on workers' mental health, looking at whether reduced working hours contribute to reducing problems such as anxiety, burnout and fatigue<sup>63</sup>.

## **Context and challenges**

Although Switzerland is known for its high productivity and strong economy, the implementation of the four-day working week faces structural challenges. Swiss companies are often geared towards maximising efficiency, and many sectors are accustomed to 40-hour working weeks. However, this pilot project aims to demonstrate that a shorter working week can improve productivity without increasing working hours.

In addition, it is hoped that the results of the experiment can serve as a basis for future labour policies in Switzerland and other European countries considering adopting similar models.

## **Methodology and evaluation**

The pilot project will be carried out in a variety of companies in different sectors, with the aim of gaining a broad picture of the impact of the four-day week in a variety of work contexts. During the trial period, data will be collected on:

- Employee productivity, through work performance metrics.

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<sup>60</sup> [4 Day Week Global](#)

<sup>61</sup> [4-Tage Woche & Systemische Beratung für Organisationen | Veit Hailperin | Zürich.](#)

<sup>62</sup> [Bern University of Applied Sciences | BFH.](#)

<sup>63</sup> A piece of Switzerland (2024), Switzerland Embarks on Largest-Ever 4-Day Workweek Trial. Available: <https://www.apieceofswitzerland.ch/switzerland-embarks-on-largest-ever-4-day-workweek-trial/>.

- Mental health and well-being of workers, using surveys and interviews.
- Employee retention and overall satisfaction in the participating companies.

The trial will be conducted under rigorous academic supervision, and the results will be analysed to assess the feasibility of the four-day work week in Switzerland.

### **Potential benefits**

Based on the results of similar tests in other countries, a shorter working week in Switzerland is expected to have several benefits for both companies and employees:

- Improvements in workers' quality of life, with more time to rest and enjoy their personal activities.
- Increased productivity, as more rested employees tend to be more efficient and motivated.
- Reduced stress and anxiety in workers, which can improve their mental health.
- Increased employee satisfaction and loyalty, contributing to higher retention and lower staff turnover.

## **UNITED KINGDOM**

In 2022, the UK launched one of the world's largest pilot programmes to test the reduction of the working day to four days. Coordinated by 4 Day Week Global, in collaboration with researchers from Oxford, Cambridge and Boston University, this experiment involved 70 companies from more than 30 sectors and involved more than 3,300 workers. The aim of the project was to assess the effects of reduced working hours on productivity, well-being and employee retention<sup>64</sup>.

### **Business and productivity results**

The business results of the pilot were remarkably positive. At the end of the project, 92% of participating companies decided to permanently adopt the four-day work week. Companies reported an average increase in revenue of 1.4%, which suggests that productivity was not only maintained, but improved with the reduction in hours. Satisfaction with performance and productivity scored a solid 7.5 out of 10.

One of the most notable benefits was the 57% reduction in staff turnover, which reflects a very positive impact on employee retention and commitment to the company.

### **Employee benefits**

The benefits for employees were equally significant. Some 90% of workers said they would prefer the four-day work week over the five-day work week. Some 55% reported an improvement in their skills and performance during the reduced workday.

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<sup>64</sup> <https://www.4dayweek.co.uk/pilot-programme>.

Another interesting finding is that 15% of respondents said they would not accept a job with a five-day working day, regardless of the salary offered, suggesting a strong commitment to the short-time working model.

Regarding mental health, 71% of employees experienced a reduction in burnout and 39% reported a decrease in stress. In addition, 43% experienced fewer mental health problems, and 54% reported fewer negative emotions. A decrease in fatigue and sleep problems was also observed, benefiting 46% and 40% of participants, respectively.

### **Improvements in work-life balance**

A key aspect of the project was the impact on work-life balance. Seventy-three percent of the employees indicated greater satisfaction with their free time, and 60% noted that the reduced working hours made it easier to balance their work and family responsibilities. This additional time also allowed for better social reconciliation, which was appreciated by 62% of employees.

In addition, there was a significant increase in men's participation in childcare, which doubled compared to women's participation, underlining the potential of the shorter working day to transform traditional gender roles in the family setting.

### **Improvements in quality of life and well-being**

Reduced working hours also allowed workers to spend the extra day on hobbies, leisure activities, household chores and self-care, rather than on additional paid work. In addition, commuting times were reduced by an average of 30 minutes, which contributed to an improvement in quality of life.

The overall level of satisfaction was high, with an average rating of 8.5 out of 10, indicating that both employers and employees saw short-time work as a transformative experience in terms of performance and well-being.

On the other hand, the Scottish Government in September 2023 announced plans to pilot the four-day working week for public sector employees. This pilot project, which will be carried out on 100% pay and will last for one year, aims to assess the effects of the reduced working week on productivity and work-life balance of public sector employees<sup>65</sup>.

### **Details of the pilot project**

The trial will start in early 2024 and will cover a number of public sector employees, with the aim of obtaining relevant data for possible larger-scale implementation. During the trial period, workers will continue to receive their full salary, but with a reduction in working hours. At the end of the pilot, the results will be analysed to assess the feasibility of wider implementation in the public sector, and if the results are positive, it could be extended to other areas of the economy.

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<sup>65</sup> <https://4dayweek.io/country/scotland>.



### **Possible implications for the private sector**

The project advisors hope that if the four-day week model is successful in the public sector, there will be a positive contagion effect that will motivate the private sector to adopt a similar approach. It is hoped that this will not only improve productivity, but also the overall well-being of workers, contributing to a better work-life balance.

### **Government support for the initiative**

In 2021, the Scottish government also committed £10 million to help businesses participate in four-day working week pilots. This funding shows the government's commitment to improving working conditions and modernising working patterns.

## **LITHUANIA**

In Lithuania, the parliament passed legislation in 2023 to implement a four-day working week for public sector employees with children under the age of three. This change aims to improve the work-life balance of workers and support families with young children<sup>66</sup>.

### **Details of the new measure**

The measure will come into effect at the beginning of 2024 and will allow employees to reduce their weekly working hours while maintaining their full salary. This benefit is targeted exclusively at parents in the public sector with young children, and aims to promote a more flexible and parent-friendly working environment.

### **Potential effects on society and the private sector**

The Lithuanian government hopes that this policy will inspire a cultural shift towards more flexible working hours, not only in the public sector but also in the private sector. While the project will initially benefit only public employees, the Lithuanian parliament believes that, if successful, this measure could motivate the private sector to adopt similar policies to promote family well-being and increase productivity.

### **Legislative and social support**

This initiative reflects Lithuania's commitment to advance progressive labour policies adapted to the needs of today's society.

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<sup>66</sup> Quartz (2022). Lithuania will give a four-day workweek to parents with young kids. Available at: <https://qz.com/work/2157973/lithuania-will-give-a-four-day-workweek-to-new-parents>.

**ANEXO al DICTAMEN**  
de la  
Sección de Empleo, Asuntos Sociales y Ciudadanía

Las enmiendas siguientes, que obtuvieron al menos una cuarta parte de los votos emitidos, fueron rechazadas en el transcurso del debate (artículo 60, apartado 2, del Reglamento interno):

## **ENMIENDA 8**

**SOC/819**

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Punto 3.5**

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian  
BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÉ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
Más recientemente, los efectos del cambio climático antrópico han puesto de relieve nuevos desafíos para la organización del tiempo de trabajo, incluida la necesidad de garantizar la salud y la seguridad de las personas que trabajan y una organización del trabajo segura y saludable. <i>La gran tragedia de la dana en España y la regulación dada por el Gobierno español evidencian este impacto. Si bien es cierto que otros países han experimentado trágicos sucesos relacionados con emergencias climáticas (sequías e inundaciones), el caso español es especialmente significativo, tanto por el número de víctimas (226 víctimas mortales y miles de afectados) como por la solución adoptada, basada en importantes cambios legislativos (por ejemplo, el Real Decreto-ley 7/2024, de 11 de noviembre[1]). Por lo demás, el aumento de las olas de calor causó 47 000 muertes en Europa en 2023 (el año más</i>	Más recientemente, los efectos del cambio climático antrópico han puesto de relieve nuevos desafíos para la organización del tiempo de trabajo, incluida la necesidad de garantizar la salud y la seguridad de las personas que trabajan y una organización del trabajo segura y saludable.

*cálido registrado en todo el mundo y el segundo más caluroso en Europa), según un estudio publicado en Nature Medicine[2].*

*[1] Véase el enlace.*

*[2] Nature Medicine, «Heat-related mortality in Europe during 2023 and the role of adaptation in protecting health», 2024.*

**Resultado de la votación:**

A favor: 26

En contra: 41

Abstenciones: 1

## ENMIENDA 13

**SOC/819**

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Punto 3.11**

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian

BLIJLEVENS René

CLEVER Peter

DANISMAN Mira-Maria

JONUŠKA Alfredas

LE BRETON Marie-Pierre

MINCHEVA Mariya

MISSLBECK-WINBERG Christiane

PILAWSKI Lech

POTTIER Jean-Michel

RUŽELÉ Emilis

SCHWENG Christa

SMOLE Jože

SOETE Paul

YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
El CESE también señala que en Grecia se ha introducido por ley la posibilidad de trabajar un sexto día a la semana, en vigor desde el 1 de julio de 2024 (Ley 5053/2023, artículos 25 y 26). Esta norma se introdujo para combatir el trabajo no declarado, además de incrementar el salario del empleado (el sexto día el salario aumenta un 40 %), y afecta principalmente a las empresas que operan cinco días a la semana, 24 horas al día, con un sistema de turnos rotatorios. Esta regulación cuenta con el favor empresarial y el desacuerdo sindical.	El CESE también señala que en Grecia se ha introducido por ley la posibilidad de trabajar un sexto día a la semana, en vigor desde el 1 de julio de 2024 (Ley 5053/2023, artículos 25 y 26). Esta norma se introdujo para combatir el trabajo no declarado, además de incrementar el salario del empleado (el sexto día el salario aumenta un 40 %), y afecta principalmente a las empresas que operan cinco días a la semana, 24 horas al día, con un sistema de turnos rotatorios. Esta regulación cuenta con el favor empresarial y el desacuerdo sindical. <b><i>Cabe mencionar que</i></b>

	<i>existe un elevado número de trabajadores que están dispuestos a utilizar esta opción para aumentar sus ingresos.</i>
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<b>Resultado de la votación</b>	
A favor:	28
En contra:	44
Abstenciones:	2

## ENMIENDA 39

SOC/819

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Punto 1.9**

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian  
 BLIJLEVENS René  
 CLEVER Peter  
 DANISMAN Mira-Maria  
 JONUŠKA Alfredas  
 LE BRETON Marie-Pierre  
 MINCHEVA Mariya  
 MISSLBECK-WINBERG Christiane  
 PILAWSKI Lech  
 POTTIER Jean-Michel  
 RUŽELÉ Emilis  
 SCHWENG Christa  
 SMOLE Jože  
 SOETE Paul  
 YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>El CESE destaca, <i>entre los proyectos piloto sobre reducción del tiempo de trabajo, el de Eurofound sobre reducción del tiempo de trabajo —con especial atención a la semana de cuatro días—, que afirma en sus primeras conclusiones que la reducción del tiempo de trabajo incrementa la productividad, mejora la salud mental y reduce el estrés, y es fundamental para lograr un equilibrio sostenible en el contexto actual de transformación digital. También contribuye a prevenir las enfermedades relacionadas con el trabajo y a reforzar el bienestar general de los trabajadores. A este respecto, el CESE destaca los efectos positivos de la reducción del tiempo de trabajo</i> en la sociedad, como la renovación demográfica, la igualdad de género, la</p>	<p>El CESE destaca <i>que la reducción de la semana laboral, si es acordada por los interlocutores sociales a nivel de empresa, puede tener</i> efectos positivos en la sociedad, como la renovación demográfica, la igualdad de género, la reducción de la carga para el sistema sanitario y la posibilidad de mantener a los trabajadores en el mundo laboral durante más tiempo, creando así un entorno positivo propicio a la creatividad y la innovación. Un buen entorno social no solo beneficia al Estado, sino también a las empresas y los trabajadores.</p>

reducción de la carga para el sistema sanitario y la posibilidad de mantener a los trabajadores en el mundo laboral durante más tiempo, creando así un entorno positivo propicio a la creatividad y la innovación. Un buen entorno social no solo beneficia al Estado, sino también a las empresas y los trabajadores.	
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<b>Resultado de la votación</b>	
A favor:	27
En contra:	42
Abstenciones:	3

## ENMIENDA 40

SOC/819

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Punto 1.10**

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian  
 BLIJLEVENS René  
 CLEVER Peter  
 DANISMAN Mira-Maria  
 JONUŠKA Alfredas  
 LE BRETON Marie-Pierre  
 MINCHEVA Mariya  
 MISSLBECK-WINBERG Christiane  
 PILAWSKI Lech  
 POTTIER Jean-Michel  
 RUŽELÉ Emilis  
 SCHWENG Christa  
 SMOLE Jože  
 SOETE Paul  
 YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
El CESE anima <i>a las instituciones de la UE</i> , a los gobiernos nacionales y a los interlocutores a que <i>aceleren el reconocimiento de la desconexión digital como un derecho de todas las personas trabajadoras de la Unión. Según la jurisprudencia del Tribunal de Justicia de la Unión Europea de 19 de diciembre de 2024 (asunto C-531/23, Loredas[1]), las políticas de desconexión digital y los sistemas de registro de la jornada en las organizaciones son salvaguardias esenciales para garantizar la efectividad de las normas relativas al tiempo de trabajo, incluidas, en su caso, las</i>	El CESE anima a los gobiernos nacionales y a los interlocutores <i>sociales, especialmente a nivel de empresa</i> , a que <i>prosigan los debates sobre el modo de promover el derecho a la desconexión, que, en el caso de algunos tipos de empleo, puede ayudar a gestionar mejor el tiempo de trabajo tanto para los trabajadores como para los empresarios. Al mismo tiempo, el CESE reconoce que el derecho a la desconexión no resolverá el problema del uso excesivo de las herramientas digitales con fines privados.</i>

<i>de reducción de la jornada.</i> <i>[1] Véase el enlace.</i>	
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<b>Resultado de la votación</b>	
A favor:	23
En contra:	42
Abstenciones:	3

**Enmiendas del anexo 1 (al no haberse traducido el anexo 1, no afectan a la versión española):**

## **ENMIENDA 41**

**SOC/819**

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Título del ANEXO (en inglés)**

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian  
 BLIJLEVENS René  
 CLEVER Peter  
 DANISMAN Mira-Maria  
 JONUŠKA Alfredas  
 LE BRETON Marie-Pierre  
 MINCHEVA Mariya  
 MISSLBECK-WINBERG Christiane  
 PILAWSKI Lech  
 POTTIER Jean-Michel  
 RUŽELĚ Emilis  
 SCHWENG Christa  
 SMOLE Jože  
 SOETE Paul  
 YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
ANNEX I: PILOT PROJETS FOR THE REDUCTION OF WORKING TIME: STATE OF PLAY	ANNEX I: PILOT PROJECTS FOR THE REDUCTION OF <i>OR CONDENSING</i> WORKING TIME: STATE OF PLAY

<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2

## ENMIENDA 42

SOC/819

Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores

Explicación tras el título del anexo (en inglés)

Añádase el texto siguiente:

Posición: después de un punto existente, mismo nivel.

Presentada por:

ARDHE Christian  
BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÉ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
	<i>This Annex includes examples selected by the Rapporteur of the opinion. These examples are based on voluntary experiments by the companies covered. They involve diverse forms of projects/experiments (4 or 4,5 day working week, teleworking, etc). The feedback or conclusions that can be extracted from each of them are very uneven and hence it is not possible to draw general conclusions on the basis of this Annex.</i>

<b>Resultado de la votación</b>	
A favor:	33
En contra:	42
Abstenciones:	1

## ENMIENDA 43

SOC/819

Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores

Belgium – Potential benefits

Modifíquese de la manera siguiente:

Presentada por:

ARDHE Christian  
BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÉ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
Potential benefits: – Better work-life balance: One of the main attractions of this model is that it allows workers to have an extra day off each week, which could improve the balance between work and personal responsibilities. This extra time could help employees reduce the stress <i>and burnout associated with long hours</i> .	Potential benefits: – Better work-life balance: One of the main attractions of this model is that it allows workers to have an extra day off each week, which could improve the balance between work and personal responsibilities. This extra time could help employees reduce the stress.

### Resultado de la votación

A favor: 32  
En contra: 38  
Abstenciones: 2



## ENMIENDA 44

SOC/819

Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores

Belgium – Challenges

Modifíquese de la manera siguiente:

Presentada por:

ARDHE Christian  
BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÉ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>Challenges:</p> <p>However, this reform also presents important challenges <i>and limitations that should not be ignored</i>:</p> <ul style="list-style-type: none"><li>– Longer working hours and fatigue: 10-hour days are not suitable for all workers. While some may be able to adapt to these extended hours, many may find them too tiring and fatiguing. In the long term, such long hours may affect the physical and mental well-being of employees, as well as making it difficult to manage family or personal tasks after a long day's work. For some sectors, this model may not be sustainable, as the necessary rest between working days may be compromised.</li><li>– Compatibility with sectors requiring daily presence: The reform does not take into account the uneven impact it may have on sectors that rely on the constant presence of employees, such as commerce, customer services, or health. For these sectors, the 4-day working day could require a significant reorganisation of staff management, which can be costly and logistically complex. In addition, maintaining service quality on all days of the week can be a challenge for many companies.</li><li>– Impact on productivity: While some studies suggest that concentrated working hours can improve productivity, not all sectors may</li></ul>	<p>Challenges:</p> <p>However, this reform also presents important challenges:</p> <ul style="list-style-type: none"><li>- Longer working hours and fatigue: 10-hour days are not suitable for all workers. While some may be able to adapt to these extended hours, many may find them too tiring and fatiguing. In the long term, such long hours may affect the physical and mental well-being of employees, as well as making it difficult to manage family or personal tasks after a long day's work. For some sectors, this model may not be sustainable, as the necessary rest between working days may be compromised.</li><li>– Compatibility with sectors requiring daily presence: The reform does not take into account the uneven impact it may have on sectors that rely on the constant presence of employees, such as commerce, customer services, or health. For these sectors, the 4-day working day could require a significant reorganisation of staff management, which can be costly and logistically complex. In addition, maintaining service quality on all days of the week can be a challenge for many companies.</li><li>– Impact on productivity: While some studies suggest that concentrated working hours can improve productivity, not all sectors may experience the same results. Ten-hour days may</li></ul>

<p>experience the same results. Ten-hour days may result in reduced efficiency as employees become fatigued throughout the week. Productivity depends not only on hours worked, but also on factors such as motivation, time management and working conditions.</p> <p>– <b>Lack of real reduction in hours: A critical</b> aspect of this reform is that it does not reduce total working hours, but <i>merely</i> redistributes them. This means that the benefit of an extra day off is offset by <i>significantly</i> longer working hours. If the aim is to improve well-being and reduce work-related stress, simply redistributing hours <i>does</i> not seem to be a complete solution. <b><i>In many cases, longer hours may be less effective in the long run</i></b>[1].</p> <p>[1] The Brussels Times (2024). The work-life balance Belgium wants? Four-day work week not catching on. Available at: <a href="https://www.brusselstimes.com/1275369/the-work-life-balance-belgium-wants-four-day-work-week-not-catching-on">https://www.brusselstimes.com/1275369/the-work-life-balance-belgium-wants-four-day-work-week-not-catching-on</a> .</p>	<p>result in reduced efficiency as employees become fatigued throughout the week. Productivity depends not only on hours worked, but also on factors such as motivation, time management and working conditions.</p> <p>– <b>One</b> aspect of this reform is that it does not reduce total working hours, but redistributes them. This means that the benefit of an extra day off is offset by longer working hours <b><i>in the remaining working days</i></b>). If the aim is to improve well-being and reduce work-related stress, simply redistributing hours <b><i>might</i></b> not seem to be a complete solution.[1].</p> <p>[1] The Brussels Times (2024). The work-life balance Belgium wants? Four-day work week not catching on. Available at: <a href="https://www.brusselstimes.com/1275369/the-work-life-balance-belgium-wants-four-day-work-week-not-catching-on">https://www.brusselstimes.com/1275369/the-work-life-balance-belgium-wants-four-day-work-week-not-catching-on</a> .</p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2

## ENMIENDA 45

SOC/819

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Denmark – Introductory point**

**Modifíquese de la manera siguiente:**

### Presentada por:

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JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELĚ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
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<p>DENMARK</p> <p>In 2019, the municipality of Odsherred in Denmark implemented <i>an innovative 35- hour working day spread over 4 days. This model, pioneered in the public sector, aims to give employees more time off without sacrificing their income or workload</i>[1].</p> <p>[1] <i>The local DK ( 2019). Odsherred Municipality is to become the first local authority in Denmark to implement a four-day working week.</i> Available at: <a href="https://www.thelocal.dk/ 20190916/ danish-municipality- introduces- four- day- working-week">https://www.thelocal.dk/ 20190916/ danish-municipality- introduces- four- day- working-week</a>.</p>	<p>DENMARK</p> <p>In 2019, the municipality of Odsherred in Denmark implemented <i>a 3- year pilot programme with a 4 -day working week for specific workers. Based on the evaluation of the pilot programme, a new model for flexible working hours was introduced</i> in the municipality in 2023[1].</p> <p>[1] <i>Odsherred Kommune (2025) Aftale om fleksibel arbejdstid..</i> Available at: <a href="https://www.odsherred.dk/ da/ se- mere- om-kommunen/karriere- i- odsherred-kommune/aftale-om-fleksibel-arbejdstid/">https://www.odsherred.dk/ da/ se- mere- om-kommunen/karriere- i- odsherred-kommune/aftale-om-fleksibel-arbejdstid/</a>.</p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2

## ENMIENDA 46

SOC/819

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Denmark – Rest of the text**

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian  
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CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÉ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>How the 4-day model works in Odsherred:</p> <p>The 4-day model applies to workers in administrative functions and is implemented in combination with a decision in the municipality to have administrative services closed for the public on Fridays, but with longer opening hours on Monday</p>	<p>How the 4-day model works in Odsherred:</p> <p>The 4-day model applies to workers in administrative functions and is implemented in combination with a decision in the municipality to have administrative services closed for the public on Fridays, but with longer opening hours on Monday</p>

<p>to Thursday.</p> <p>The allows workers to concentrate their 37-hour working week into 4 working days, working on average for 32 a week from Monday to Thursday. This leaves an additional 5 hours, which the worker can decide to allocate outside the agreed working hours. The worker is allowed to leave Friday as a full day off for a minimum of 34 weeks a year. This allows employees to enjoy a three-day long weekend, which can improve work-life balance.</p> <p>Although the model involves longer working hours, it is designed so that employees maintain the same number of hours per week (35), so there is no loss of pay or benefits. <i>However, out-of-hours availability is also required: employees must be prepared to attend to emails and calls outside their official hours, which can place an additional burden on their personal time.</i></p> <p><b>Expected benefits:</b></p> <ul style="list-style-type: none"> <li>– <i>Increased time off: The main attraction of this model is the additional day off, which offers a better work-life balance, reducing stress and improving the overall well-being of workers.</i></li> <li>– <i>Motivation and productivity: The 4-day working day has been shown in other contexts to reduce burnout and increase motivation, which could translate into increased productivity on working days. With more time off, employees feel more engaged and rested.</i></li> <li>– <i>Attractiveness for new talent: The reform also makes the municipality more attractive to workers seeking a better quality of life, which could help retain existing employees and attract new talent.</i></li> </ul> <p><b>Challenges of the model:</b></p> <ul style="list-style-type: none"> <li>– <i>Long hours: Despite the reduction in working days, 8.75-hour days can be exhausting, especially for those who perform intensive or highly concentrated tasks.</i></li> <li>– <i>Out-of-hours availability: The flexibility required outside working hours to answer emails and deal with emergencies could create additional pressure, making it difficult to fully disconnect from work.</i></li> </ul>	<p>to Thursday.</p> <p>The <i>model</i> allows workers to concentrate their 37-hour working week into 4 working days, working on average for 32 a week from Monday to Thursday. This leaves an additional 5 hours, which the worker can decide to allocate outside the agreed working hours. The worker is allowed to leave Friday as a full day off for a minimum of 34 weeks a year. This allows employees to enjoy a three-day long weekend <i>most of the year</i>, which can improve work-life balance.</p> <p>Although the model involves longer working hours <i>on some days</i>, it is designed so that employees maintain the same number of hours per week (35), so there is no loss of pay or benefits.</p> <p>The municipality of Copenhagen has also initiated a 4- day working day pilot programme starting in 2024. This project will be implemented in some sectors of local government and aims to assess the feasibility of a reduced working week in the public sector. The pilot programme involves 17 institutions in the municipality and has currently been prolonged until April 2025[1].</p> <p>[1] <i>Ritzau (2025). Københavns Kommune forlænger forsøg med fleksible arbejdsuger.. Available at: <a href="https://via.ritzau.dk/pressemeddelelse/14030966/kobenhavns-kommune-forlaenger-forsog-med-fleksible-arbejdsuger?publisherId=13559194&amp;lang=da">https:// via.ritzau.dk/pressemeddelelse/ 14030966/ kobenhavns-kommune- forlaenger- forsog- med- fleksible- arbejdsuger?publisherId=13559194&amp;lang=da</a>.</i></p>
---	--

- *Compatibility with all sectors: While in administrative and office areas this model works well, in sectors that require continuous presence (such as emergency services or customer service), it may be more difficult to implement without affecting the quality of service.*

The municipality of Copenhagen has also initiated *a in Denmark is following the trend with* a 4- day working day pilot programme starting in 2024. This project will be implemented in some sectors of local government and aims to assess the feasibility of a reduced working week in the public sector. The pilot programme involves 17 institutions in the municipality and has currently been prolonged until April 2025[1].

[1] *DR.dk (2024). Nu får ansatte i Københavns Kommune mulighed for at få en fire dages arbejdsuge.* Available at: [https:// www.dr.dk/nyheder/ indland/ nu-faar-ansatte-i-koebenhavns- kommune -mulighed- faa- en- fire- dages- arbejdsuge.](https://www.dr.dk/nyheder/indland/nu-faar-ansatte-i-koebenhavns-kommune-mulighed-faa-en-fire-dages-arbejdsuge)

#### **Resultado de la votación**

A favor: 32  
 En contra: 38  
 Abstenciones: 2

## ENMIENDA 47

SOC/819

Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores

France

Modifíquese de la manera siguiente:

Presentada por:

ARDHE Christian  
BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÉ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>FRANCE</p> <p>The 4 Day Week pilot in France, launched in 2024, is an innovative project that aims to explore the impact of a shorter working week without a reduction in pay. In partnership with Emlyon Business School[1] and supported by 4 Day Week Global[2], the project allows 50 French companies to adopt a 32-hour working week instead of the traditional 35 hours that are common in the country, while maintaining the same salary for employees.</p> <p>This pilot aims to improve the work-life balance of workers by allowing them more free time to rest, engage in personal or family activities, and thus improve their overall well-being. The aim is to test whether shorter working hours can improve productivity, without negatively affecting companies' profitability or the quality of work[3].</p> <p>Context and objectives of the pilot:</p> <ul style="list-style-type: none"><li>– Participation of 50 companies: 50 companies from different sectors will be selected to participate, allowing the impact of the measure in a variety of working environments to be analysed.</li><li>– No reduction in salary: Employees will continue to receive their full salary, which reinforces the idea that productivity can be maintained or even</li></ul>	<p>FRANCE</p> <p><i>The French reference cited below is only one example of the various experiments taking place in France on the 4-day week. No official conclusion has been made on these experiments which were carried out companies on a voluntary basis.</i></p> <p>The 4 Day Week pilot in France, launched in 2024, is an innovative project that aims to explore the impact of a shorter working week without a reduction in pay. In partnership with Emlyon Business School[1] and supported by 4 Day Week Global[2], the project allows 50 French companies to adopt a 32-hour working week instead of the traditional 35 hours that are common in the country, while maintaining the same salary for employees.</p> <p>This pilot aims to improve the work-life balance of workers by allowing them more free time to rest, engage in personal or family activities, and thus improve their overall well-being. The aim is to test whether shorter working hours can improve productivity, without negatively affecting companies' profitability or the quality of work[3]. <b>However, harshly felt consequences and difficulties for companies have been reported in the press.<sup>[4]</sup></b></p> <p>Context and objectives of the pilot:</p> <ul style="list-style-type: none"><li>– Participation of 50 companies: 50 companies from different sectors will be selected to participate, allowing the impact of the measure</li></ul>

<p>improved without the need for longer working hours.</p> <ul style="list-style-type: none"> <li>– Impact on productivity and well-being: Organisers expect that workers, with more time off, may have higher motivation and satisfaction in their work, which could translate into greater efficiency and better results for companies.</li> </ul> <p>How does the pilot work?</p> <p>The specific details of the programme include the implementation of a 4-day working day (Monday-Thursday or Tuesday-Friday, depending on the company), where employees would work 32 hours, flexibly spread over the working days. During the trial period, the companies involved will be required to monitor the impact on both employee well-being and company productivity.</p> <p>Importantly, applications to participate in the pilot close on 31 July 2024, giving interested companies until that date to submit their applications.</p> <p>Potential impact:</p> <ul style="list-style-type: none"> <li>– For employees: The possibility of an additional day off per week has great potential to improve overall well-being, reducing stress and promoting work-life balance.</li> <li>– For businesses: While the cost of a day less work might seem high, the model seeks to demonstrate that the gains in productivity, creativity and employee satisfaction can outweigh any potential loss of working time.</li> </ul> <p>[1] Emlyon Business School (2024). Available at: em-lyon.com.</p> <p>[2] 4DayWeekGlobal. Available at: <a href="https://www.4dayweek.com/">https://www.4dayweek.com/</a> .</p> <p>[3] 4jours.work (2024). Available at: <a href="https://4jours.work/formation-semaine-de-4-jours-en-france">https://4jours.work/formation-semaine-de-4-jours-en-france</a> .</p>	<p>in a variety of working environments to be analysed.</p> <ul style="list-style-type: none"> <li>– No reduction in salary: Employees will continue to receive their full salary, which reinforces the idea that productivity can be maintained or even improved without the need for longer working hours.</li> <li>– Impact on productivity and well-being: Organisers expect that workers, with more time off, may have higher motivation and satisfaction in their work, which could translate into greater efficiency and better results for companies.</li> </ul> <p>How does the pilot work?</p> <p>The specific details of the programme include the implementation of a 4-day working day (Monday-Thursday or Tuesday-Friday, depending on the company), where employees would work 32 hours, flexibly spread over the working days. During the trial period, the companies involved will be required to monitor the impact on both employee well-being and company productivity.</p> <p>Importantly, applications to participate in the pilot close on 31 July 2024, giving interested companies until that date to submit their applications.</p> <p>Potential impact:</p> <ul style="list-style-type: none"> <li>– For employees: The possibility of an additional day off per week has great potential to improve overall well-being, reducing stress and promoting work-life balance.</li> <li>– For businesses: While the cost of a day less work might seem high, the model seeks to demonstrate that the gains in productivity, creativity and employee satisfaction can outweigh any potential loss of working time. <b><i>However, there has been reports on harshly felt consequences and difficulties for companies.</i></b></li> </ul> <p><b><i>The discussions in 2023 National Labour Conference under the aegis of the National Council for Refoundation concluded i.a. "There is currently no overall study on alternative working time organizations, particularly over four days without a reduction in pay; relating to business negotiation, these particular organizational arrangements take such varied forms that it is more appropriate to speak of "four-day weeks": thus, some companies propose to concentrate working time on 4 days or 4 days and a half, some reserve these arrangements for non-teleworking jobs while</i></b></p>
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	<p><i>others combine 4-day weeks and hybrid work; More broadly, the reasons for using these organizations vary greatly and cover very different situations."</i>[5]</p> <p>[1] Emlyon Business School (2024). Available at: <a href="http://em-lyon.com">em-lyon.com</a>.</p> <p>[2] 4DayWeekGlobal. Available at: <a href="https://www.4dayweek.com/">https://www.4dayweek.com/</a> .</p> <p>[3] 4jours.work (2024). Available at: <a href="https://4jours.work/formation-semaine-de-4-jours-en-france">https://4jours.work/formation-semaine-de-4-jours-en-france</a>.</p> <p>[4] <a href="https://www.lesechos.fr/travailler-mieux/vie-au-travail/la-semaine-de-4-jours-et-le-100-teletravail-ont-conduit-ma-boite-a-deposer-le-bilan-2136863">https://www.lesechos.fr/travailler-mieux/vie-au-travail/la-semaine-de-4-jours-et-le-100-teletravail-ont-conduit-ma-boite-a-deposer-le-bilan-2136863</a></p> <p>[5] <i>Conseil national de la refondation: Assise du travail – Re-considérer le travail, 18 Avril 2023 .</i></p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2

## ENMIENDA 48

SOC/819

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

Germany

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian  
 BLIJLEVENS René  
 CLEVER Peter  
 DANISMAN Mira-Maria  
 JONUŠKA Alfredas  
 LE BRETON Marie-Pierre  
 MINCHEVA Mariya  
 MISSLBECK-WINBERG Christiane  
 PILAWSKI Lech  
 POTTIER Jean-Michel  
 RUŽELÉ Emilis  
 SCHWENG Christa  
 SMOLE Jože  
 SOETE Paul  
 YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>GERMANY</p> <p>In Germany (where the annual working hours are already amongst the lowest in the world) there has started its first 4-day work week pilot project, in a collaboration between 4 Day Week Global[1],</p>	<p>GERMANY</p> <p>In Germany (where the annual working hours are already amongst the lowest in the world) there has started its first 4-day work week pilot project, in a collaboration between 4 Day Week Global[1],</p>



<p>Intraprenör[2] and the University of Münster[3][4]. This trial started in September 2023 with the participation of 45 companies of various sectors and sizes, and aims to explore how a shortened working week can improve <b>productivity</b>, employee well-being and work-life balance. The pilot will run for a period of six months, with a final report due in October or November 2024, providing a comprehensive analysis of the results obtained.</p> <p>Main aspects of the trial until mid-way through the project:</p> <p>So far, the pilot has shown <b>promising progress</b> and has yielded <b>significant</b> data on the feasibility and benefits of a 4-day working week in German companies.</p> <ul style="list-style-type: none"> <li>– Labour retention: Importantly, 93% of the companies that started the trial remain committed to the 4-Day model, reflecting a high level of satisfaction and interest on the part of participating companies. This retention rate is a positive indication that companies consider that the benefits of the 4-day week outweigh the initial challenges.</li> <li>– High participation of small companies: 54% of the participating companies are small companies, with between 10 and 49 employees. This shows that small and medium- sized enterprises are also willing to try this model, despite initial concerns about the feasibility of implementing it in smaller organisations.</li> <li>– Diversity of sectors: The 45 participating companies come from 13 different <b>industry</b> sectors, providing a global view of the potential impact of the 4-day working week on different types of businesses and sectors, from technology and services to manufacturing and education. This allows for an assessment of how this reduced working time may affect different types of work and economic sectors.</li> <li>– Broad inclusion: Importantly, 60% of companies include between 90% and 100% of their staff in the trial. This ensures that the pilot has a broad representation of employees, which improves the <b>quality</b> of the results obtained, as it reflects the experience of the majority of staff and not just management or senior management.</li> <li>– Reduction of working time: Approximately 38% of the participating companies have managed to reduce their working time by 20%, which is in</li> </ul>	<p>Intraprenör[2] and the University of Münster[3][4]. This trial started in September 2023 with the participation of 45 companies of various sectors and sizes, and aims to explore how a shortened working week can improve employee well-being and work-life balance. The pilot will run for a period of six months, with a final report due in October or November 2024, providing a comprehensive analysis of the results obtained. <b>However, this pilot was not representative of the German economy as it covered only a small number of mostly small companies that were not bound by a collective agreement. Furthermore, none of them were from the industrial sector.</b></p> <p><b>As indicated on the 4 Day Week Global website, the majority of participating organizations reduced working hours more conservatively in Germany than in the classic 100:80:100™ model. In nearly 40% of the organizations, the 4 day week was not piloted with the entire organization but with selected employees or teams.[5]</b></p> <p>Main aspects of the trial until mid-way through the project:</p> <p>So far, the pilot has shown <b>developments</b> and has yielded <b>some</b> data on the feasibility and benefits of a 4-day working week in <b>the participating</b> German companies. <b>However, it should be pointed out that the participating organisations are based on "positive selection" meaning that only companies that had an interest in 4-day working week participated. This means there is no comparison group. Furthermore, the pilots totally disregard one major parameter linked to any discussion on working time reduction, namely employee productivity.</b></p> <ul style="list-style-type: none"> <li>– Labour retention: Importantly, 93% of the companies that started the trial remain committed to the 4-Day model, reflecting a high level of satisfaction and interest on the part of participating companies. This retention rate is a positive indication that companies consider that the benefits of the 4-day week outweigh the initial challenges.</li> <li>– High participation of small companies: 54% of the participating companies are small companies, with between 10 and 49 employees. This shows that small and medium- sized enterprises are also willing to try this model, despite initial concerns about the feasibility of implementing it in</li> </ul>
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<p>line with the objectives of the 4-day working week, which aims to reduce working time without affecting employees' pay and productivity. This reduction in working time seems to be aligned with the desire to offer more time off while maintaining work efficiency.</p> <p>Potential benefits of the 4-day working week:</p> <p>Although the pilot is still ongoing, the data collected so far has revealed several promising benefits for both employees and employers:</p> <ol style="list-style-type: none"> <li>1. Attractiveness for employers: The 4-day working week has proven to be an attractive factor for more job seekers. Companies have noticed an increase in the quality and quantity of candidates interested in working with them, which could make it easier to attract and retain talent, especially in competitive sectors or sectors with a shortage of skilled labour.</li> <li>2. Employee engagement: Employees participating in the pilot are more motivated and committed to their work. They are more willing to identify opportunities for improvement, optimise processes and contribute creatively to the work. This increased motivation <i>has had</i> a positive impact on overall productivity, as employees are better focused and have more energy during their working day.</li> <li>3. Better work-life balance: The additional day off provided by the 4-day work week improves employees' work-life balance, reducing stress and fatigue. This also contributes to greater emotional engagement with the company, as employees can have more time to rest, spend with their families, or simply have time for themselves, which improves their overall well-being and makes them more productive on the days they do work.</li> <li>4. Potential for innovation: With more free time and a better work-life balance, employees can feel more inspired and innovative. With reduced burnout, they can devote their energy more efficiently to generating new ideas and improving existing processes in the company.</li> </ol> <p>Challenges and considerations:</p> <p><i>While progress so far is promising, some</i> challenges have also been identified that need to be managed during the remainder of the pilot, for instance:</p> <ul style="list-style-type: none"> <li>– Operational adjustments: Companies need to make adjustments to ensure that work remains smooth, even with fewer working days. This may include reorganising schedules, redefining roles or implementing new tools to ensure</li> </ul>	<p>smaller organisations.</p> <ul style="list-style-type: none"> <li>– Diversity of sectors: The 45 participating companies come from 13 different sectors, providing a global view of the potential impact of the 4-day working week on different types of businesses and sectors, from technology and services to manufacturing and education. This allows, <i>within the scope of these pilots</i>, for an assessment of how this reduced working time may affect different types of work and economic sectors.</li> <li>– Broad inclusion: Importantly, 60% of companies include between 90% and 100% of their staff in the trial. This ensures that the pilot has a broad representation of employees, which improves the <i>scope</i> of the results obtained <i>within a particular company</i>, as it reflects the experience of the majority of staff and not just management or senior management.</li> <li>– Reduction of working time: Approximately 38% of the participating companies have managed to reduce their working time by 20%, which is in line with the objectives of the 4-day working week, which aims to reduce working time without affecting employees' pay and productivity. This reduction in working time seems to be aligned with the desire to offer more time off while maintaining work efficiency.</li> </ul> <p>Potential benefits of the 4-day working week:</p> <p>Although the pilot is still ongoing, the data collected so far has revealed several promising benefits for both employees and employers <i>in the participating companies</i>:</p> <ol style="list-style-type: none"> <li>1. Attractiveness for employers: The 4-day working week has proven to be an attractive factor for more job seekers. Companies have noticed an increase in the quality and quantity of candidates interested in working with them, which could make it easier to attract and retain talent, especially in competitive sectors or sectors with a shortage of skilled labour.</li> <li>2. Employee engagement: Employees participating in the pilot are more motivated and committed to their work. They are more willing to identify opportunities for improvement, optimise processes and contribute creatively to the work. This increased motivation <i>can have</i> a positive impact on overall productivity, as employees are better focused and have more energy during their working day.</li> <li>3. Better work-life balance: The additional day off</li> </ol>
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<p>projects are completed efficiently.</p> <ul style="list-style-type: none"> <li>– Long-term sustainability: Although preliminary results are positive, the long-term effects of working time reduction need to be monitored further. The key question is whether the benefits gained are sustained over time or whether attrition from extended working hours could become a problem.</li> </ul> <p>[1] 4DayWeekGlobal. Available at: <a href="https://www.4dayweek.com/">https://www.4dayweek.com/</a>.</p> <p>[2] Intraprenör (2024). Available at: <a href="https://www.intraprenoer.de">https://www.intraprenoer.de</a>.</p> <p>[3] Universität Münster (2024). Available at: <a href="https://www.uni-muenster.de/en/">https://www.uni-muenster.de/en/</a>.</p> <p>[4] 4tagewoche (2024). Germany: A glimpse into the engine room. Available at: 4DW-Germany-Midtrial-Report_english_final.</p>	<p>provided by the 4-day work week improves employees' work-life balance, reducing stress and fatigue. This also contributes to greater emotional engagement with the company, as employees can have more time to rest, spend with their families, or simply have time for themselves, which improves their overall well-being and makes them more productive on the days they do work.</p> <p>4. Potential for innovation: With more free time and a better work-life balance, employees can feel more inspired and innovative. With reduced burnout, they can devote their energy more efficiently to generating new ideas and improving existing processes in the company.</p> <p>Challenges and considerations:</p> <p><i>Some</i> challenges have also been identified that need to be managed during the remainder of the pilot, for instance:</p> <ul style="list-style-type: none"> <li>– Operational adjustments: Companies need to make adjustments to ensure that work remains smooth, even with fewer working days. This may include reorganising schedules, redefining roles or implementing new tools to ensure projects are completed efficiently.</li> <li>– Long-term sustainability: Although preliminary results <i>within the participating companies</i> are positive, <i>the pilot was short (6 months) and gives no information on</i> the long-term effects of working time reduction <i>that</i> need to be monitored further. The key question is whether the benefits gained are sustained over time or whether attrition from extended working hours could become a problem.</li> </ul> <p>[1] 4DayWeekGlobal. Available at: <a href="https://www.4dayweek.com/">https://www.4dayweek.com/</a>.</p> <p>[2] Intraprenör (2024). Available at: <a href="https://www.intraprenoer.de">https://www.intraprenoer.de</a> .</p> <p>[3] Universität Münster (2024). Available at: <a href="https://www.uni-muenster.de/en/">https://www.uni-muenster.de/en/</a> .</p> <p>[4] 4tagewoche (2024). Germany: A glimpse into the engine room. Available at: 4DW-Germany-Midtrial-Report_english_final.</p> <p>[5] <a href="https://www.4dayweek.com/germany-2024-pilot-results">https://www.4dayweek.com/germany-2024-pilot-results</a></p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38

## ENMIENDA 49

SOC/819

Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores

Ireland

Modifíquese de la manera siguiente:

Presentada por:

ARDHE Christian  
 BLIJLEVENS René  
 CLEVER Peter  
 DANISMAN Mira-Maria  
 JONUŠKA Alfredas  
 LE BRETON Marie-Pierre  
 MINCHEVA Mariya  
 MISSLBECK-WINBERG Christiane  
 PILAWSKI Lech  
 POTTIER Jean-Michel  
 RUŽELÉ Emilis  
 SCHWENG Christa  
 SMOLE Jože  
 SOETE Paul  
 YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>IRELAND</p> <p>In Ireland, <i>the</i> reduction of working time to four days has gained momentum in recent years, thanks to pilot programmes run by organisations such as Four Day Week Ireland[1] and 4 Day Week Global[2]. These initiatives are based on the 100:80:100 model, which proposes to maintain 100% of salary, reduce working time to 80% and achieve 100% productivity. One of the most prominent programmes of this type was the pilot launched in January 2022, which involved companies from different sectors and lasted six months[3].</p> <p>Positive results of the pilot programme:</p> <p>The 2022 pilot in Ireland yielded a number of positive results for both employees and employers, showing the potential of the 4-day work week to improve quality of life and productivity.</p> <ul style="list-style-type: none"> <li>– Improvements in physical and mental well-being: During the pilot, employees reported significant improvements in their physical and mental well-being. Reduced working hours contributed to less fatigue and reduced stress, allowing workers more time to rest and engage in personal activities, improving their overall health.</li> </ul>	<p>IRELAND</p> <p>In Ireland, <i>there have recently been some discussions focused on hybrid working. The</i> reduction of working time to four days has gained <i>some</i> momentum in recent years, thanks to pilot programmes run by <i>campaign</i> organisations such as Four Day Week Ireland[1] and 4 Day Week Global[2]. These initiatives are based on the 100:80:100 model, which proposes to maintain 100% of salary, reduce working time to 80% and achieve 100% productivity. One of the most prominent programmes of this type was the pilot launched in January 2022, which involved companies from different sectors and lasted six months[3]. <i>There have also been some trials of compressed work week within companies.</i></p> <p>Positive results of the pilot programme:</p> <p>The 2022 pilot in Ireland yielded a number of positive results for both employees and employers, showing, <i>within the companies participating in the pilot</i>, the potential of the 4-day work week to improve quality of life and productivity. <i>However, it must be pointed out that while a 4-day working week may suit some organisations, it does not suit all of them (for instance for operational reasons).</i></p> <ul style="list-style-type: none"> <li>– Improvements in physical and mental well-</li> </ul>

<ul style="list-style-type: none"> <li>– Better work-life balance: The majority of workers highlighted a better work-life balance, as the extra day off allowed them to spend more time with their families, look after their personal well-being or pursue hobbies and interests outside work.</li> <li>– Reduced work-related conflict: A decrease in work-related conflict was also observed, especially in relation to the demands of family life. Employees had more time to fulfil their personal responsibilities, which reduced stress and conflict due to lack of time or work overload.</li> <li>– Increased productivity: A key finding of this pilot was that most participating companies reported an increase in productivity, despite the reduction in hours worked. Employees felt more motivated, focused and engaged, leading to greater efficiency and higher work output during working days.</li> <li>– Increased job satisfaction: The majority of employees expressed a high degree of satisfaction with the new working hours, which also contributed to higher talent retention and improved morale within the companies.</li> </ul> <p>Economic and environmental impact:</p> <p>In addition to the employment and welfare benefits, the 4-day work week pilot programme also had a positive impact on other areas, such as the economy and the environment:</p> <ul style="list-style-type: none"> <li>– Reduced commuting hours: By having an additional day off, commuting hours were reduced, which not only benefited employees in terms of time savings, but also reduced costs associated with transport, such as fuel or the use of public transport.</li> </ul> <p>More sustainable behaviours: The reduced working day also had a positive impact on the environment. Companies saw a decrease in energy consumption by having offices closed on additional non-working days. This resulted in energy savings and a lower environmental impact due to reduced emissions associated with the operation of the facilities[4].</p> <p>Model continuity and expansion:</p> <p>The success of the pilot led to many of the participating companies deciding to maintain the 4-day working week after the trial ended. The positive evidence on productivity, employee wellbeing and</p>	<p>being: During the pilot, employees reported significant improvements in their physical and mental well-being. Reduced working hours contributed to less fatigue and reduced stress, allowing workers more time to rest and engage in personal activities, improving their overall health.</p> <ul style="list-style-type: none"> <li>– Better work-life balance: The majority of workers highlighted a better work-life balance, as the extra day off allowed them to spend more time with their families, look after their personal well-being or pursue hobbies and interests outside work.</li> <li>– Reduced work-related conflict: A decrease in work-related conflict was also observed, especially in relation to the demands of family life. Employees had more time to fulfil their personal responsibilities, which reduced stress and conflict due to lack of time or work overload.</li> <li>– Increased productivity: A key finding of this pilot was that most participating companies reported an increase in productivity, despite the reduction in hours worked. Employees felt more motivated, focused and engaged, leading to greater efficiency and higher work output during working days.</li> <li>– Increased job satisfaction: The majority of employees expressed a high degree of satisfaction with the new working hours, which also contributed to higher talent retention and improved morale within the companies.</li> </ul> <p>Economic and environmental impact:</p> <p>In addition to the employment and welfare benefits, the 4-day work week pilot programme also had a positive impact on other areas, such as the economy and the environment:</p> <ul style="list-style-type: none"> <li>– Reduced commuting hours: By having an additional day off, commuting hours were reduced, which not only benefited employees in terms of time savings, but also reduced costs associated with transport, such as fuel or the use of public transport.</li> </ul> <p>More sustainable behaviours: The reduced working day also had a positive impact on the environment. Companies saw a decrease in energy consumption by having offices closed on additional non-working days. This resulted in energy savings and a lower environmental impact due to reduced emissions</p>
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job satisfaction generated strong interest in expanding this model to more companies and sectors in Ireland.

- Political interest: The results of the pilot programme were presented to political leaders in Ireland, which generated *a great deal of* interest in the possibility of adopting this model more widely in the country. The authorities showed interest in exploring how this practice could be implemented nationally, especially in the private sector and in organisations of other sizes.
- Challenges for certain sectors: Despite the positive results, some sectors in Ireland, such as health and education, present additional challenges for the implementation of the 4-day working week. The continued demand for services in these fields makes the reduction of working hours more difficult to implement without affecting the quality or availability of the service. However, some sectors are already exploring ways to adapt the model, such as organising flexible shifts or hiring additional staff to cover lost hours.

Implementation challenges:

While the pilot has been a success in many respects, there are challenges to mass adoption:

1. Adapting to different industries: Some industries have a constant demand for work, which can make it more difficult to implement a 4-day schedule without compromising the quality or continuity of services. Companies in these sectors may need to reorganise their operations, streamline processes or hire more staff to compensate for reduced hours.
2. Resistance to change: In certain sectors or companies, there may be resistance to change due to fears about loss of competitiveness or the difficulty of adjusting work processes. However, the results of the pilot show that the benefits outweigh the potential drawbacks, and the experience of other companies could help to reduce this resistance.
3. Inequality in sectoral adoption: While sectors such as technology or professional services have shown considerable success with the 4-day work week, sectors such as health, education and some customer services face more complex logistical challenges. Specific strategies need to be developed to implement this model in these sectors without affecting service quality.

[1] 4DayWeekIreland (2024). Available: <https://fourdayweek.ie/>.

associated with the operation of the facilities[4].

*There are also increased costs and complexities for employers.*

*Furthermore, certain roles cannot be compressed into four days without reducing the corresponding service offering to four days, which for many businesses, organisations, clients and service users is simply not feasible.*

Model continuity and expansion:

The success of the pilot led to many of the participating companies deciding to maintain the 4-day working week after the trial ended. The positive evidence on productivity, employee wellbeing and job satisfaction generated strong interest *by some stakeholders* in expanding this model to more companies and sectors in Ireland.

- Political interest: The results of the pilot programme were presented to political leaders in Ireland, which generated *some* interest in the possibility of adopting this model more widely in the country. The authorities showed interest in exploring how this practice could be implemented nationally, especially in the private sector and in organisations of other sizes.
- Challenges for certain sectors: Despite the positive results, some sectors in Ireland, such as health and education, present additional challenges for the implementation of the 4-day working week. The continued demand for services in these fields makes the reduction of working hours more difficult to implement without affecting the quality or availability of the service. However, some sectors are already exploring ways to adapt the model, such as organising flexible shifts or hiring additional staff to cover lost hours.

Implementation challenges:

*As a relatively new concept, the emerging evidence is mixed and for some organisations the complexity and cost of managing a four-day workforce over a five-day (or seven day) working week has been and will be prohibitive.* While the pilot has been a success in many respects, there are challenges to mass adoption:

1. Adapting to different industries: Some industries have a constant demand for work, which can make it more difficult to implement a 4-day schedule without compromising the quality or continuity of services. Companies in these sectors may need to

<p>[2] 4DayWeekGlobal. Available at: <a href="https://www.4dayweek.com/">https://www.4dayweek.com/</a>.</p> <p>[3] 4DayWeekIreland (2023). The US/Ireland 4 Day Week Trial Results. Available: <a href="https://www.4dayweek.com/us-ireland-results">https://www.4dayweek.com/us-ireland-results</a>.</p> <p>[4] UCD Dublin Research (2024). The 4-day week: making work healthier and more sustainable. Available at: <a href="https://www.ucd.ie/research/impact/casestudies/the4-dayweekmakingworkhealthierandmoresustainable/">https://www.ucd.ie/research/impact/casestudies/the4-dayweekmakingworkhealthierandmoresustainable/</a>.</p>	<p>reorganise their operations, streamline processes or hire more staff to compensate for reduced hours.</p> <p>2. Resistance to change: In certain sectors or companies, there may be resistance to change due to fears about loss of competitiveness or the difficulty of adjusting work processes. However, the results of the pilot show that the benefits outweigh the potential drawbacks <i>in the companies covered by the pilots</i>, and the experience of other companies could help to reduce this resistance.</p> <p>3. Inequality in sectoral adoption: While sectors such as technology or professional services have shown considerable success with the 4-day work week, sectors such as health, education and some customer services face more complex logistical challenges. Specific strategies need to be developed to implement this model in these sectors without affecting service quality.</p> <p>[1] 4DayWeekIreland (2024). Available: <a href="https://fourdayweek.ie/">https://fourdayweek.ie/</a>.</p> <p>[2] 4DayWeekGlobal. Available at: <a href="https://www.4dayweek.com/">https://www.4dayweek.com/</a>.</p> <p>[3] 4DayWeekIreland (2023). The US/Ireland 4 Day Week Trial Results. Available: <a href="https://www.4dayweek.com/us-ireland-results">https://www.4dayweek.com/us-ireland-results</a>.</p> <p>[4] UCD Dublin Research (2024). The 4-day week: making work healthier and more sustainable. Available at: <a href="https://www.ucd.ie/research/impact/casestudies/the4-dayweekmakingworkhealthierandmoresustainable/">https://www.ucd.ie/research/impact/casestudies/the4-dayweekmakingworkhealthierandmoresustainable/</a>.</p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2

## ENMIENDA 50

SOC/819

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

Portugal

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian

BLIJLEVENS René

CLEVER Peter

DANISMAN Mira-Maria

JONUŠKA Alfredas

LE BRETON Marie-Pierre

MINCHEVA Mariya

MISSLBECK-WINBERG Christiane

PILAWSKI Lech

POTTIER Jean-Michel  
 RUŽELĚ Emilis  
 SCHWENG Christa  
 SMOLE Jože  
 SOETE Paul  
 YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>PORTUGAL</p> <p>Portugal has recently launched a government-backed four-day working week pilot programme, which started in June 2023 and lasts for six months. The experiment involves 41 private sector companies and more than 1,000 employees, with the aim of assessing how reducing the working week affects workers' mental health, work-life balance, economic performance, and social and environmental effects[1].</p> <p>The initiative is being coordinated by 4 Day Week Global in collaboration with researchers from Birkbeck University London and Henley Business School. Participating companies have committed to maintaining full salaries despite the reduction in working hours.</p> <p>Positive results of the pilot programme:</p> <p>The first results of the pilot programme in Portugal have been <i>extremely</i> positive, with improvements for both employees and companies:</p> <ul style="list-style-type: none"> <li>– Better work-life balance: Employees have reported a significant improvement in their work-life balance. Many of them reported that they now have more time for their families, which has led to reduced stress and a better quality of life.</li> <li>– Reduced stress and burnout: Employees reported a noticeable decrease in stress and fatigue. In addition, burnout levels decreased by 19%, reflecting an overall improvement in psychological and physical well-being.</li> <li>– Increased productivity: Participating companies observed an increase in</li> </ul>	<p>PORTUGAL</p> <p>Portugal has recently launched a government-backed four-day working week pilot programme, which started in June 2023 and lasts for six months. The experiment involves 41 private sector companies and more than 1,000 employees, with the aim of assessing how reducing the working week affects workers' mental health, work-life balance, economic performance, and social and environmental effects[1].</p> <p>The initiative is being coordinated by 4 Day Week Global in collaboration with researchers from Birkbeck University London and Henley Business School. Participating companies have committed to maintaining full salaries despite the reduction in working hours.</p> <p>Positive results of the pilot programme:</p> <p>The first results of the pilot programme in Portugal have been positive, with improvements for both employees and companies:</p> <ul style="list-style-type: none"> <li>– Better work-life balance: Employees have reported a significant improvement in their work-life balance. Many of them reported that they now have more time for their families, which has led to reduced stress and a better quality of life.</li> <li>– Reduced stress and burnout: Employees reported a noticeable decrease in stress and fatigue. In addition, burnout levels <i>reported by employees</i> decreased by 19%, reflecting an overall improvement in psychological and physical well-being.</li> <li>– Increased productivity: Participating companies observed an increase in productivity, as workers were more engaged and creative during their reduced</li> </ul>



<p>productivity, as workers were more engaged and creative during their reduced working hours. This increased motivation and energy during working hours resulted in better performance in daily tasks.</p> <ul style="list-style-type: none"> <li>- Improved quality of work: The quality of work also improved, as employees, feeling less exhausted, were able to maintain a high level of concentration and efficiency during their working day, allowing them to fulfil their responsibilities effectively.</li> <li>- High job satisfaction: Satisfaction in the work environment increased significantly, with 85% of employees saying they would only consider changing jobs if the job offer included a 5-day working week and a salary that was at least 20% higher. This suggests that the 4-day work week model may be a key factor in talent retention.</li> </ul> <p>Impact on mental health and well-being:</p> <p>One of the main focus areas of the programme is employee mental health, and the results have been very encouraging:</p> <ul style="list-style-type: none"> <li>- Reduced anxiety: Anxiety levels were reduced by 21%, reflecting an improvement in employees' mental health due to the additional time off.</li> <li>- Decreased fatigue: Fatigue experienced by employees was also reduced by 23%, allowing workers to feel more energised and better able to cope with their work and personal responsibilities.</li> <li>- Improved sleep quality: Sleep problems also decreased by 19%, which may indicate that the reduction in working hours has helped employees to rest better and get more restful sleep, contributing to their overall well-being.</li> <li>- Reduced depression and emotional stress: Symptoms of depression and emotional stress were reduced by 21%, suggesting that shorter working hours have a positive impact on employees' psychological health.</li> <li>- Reduced loneliness: Feelings of loneliness decreased by 14%, which could be related</li> </ul>	<p>working hours. This increased motivation and energy during working hours resulted in better performance in daily tasks.</p> <ul style="list-style-type: none"> <li>- Improved quality of work: The quality of work also improved, as employees, feeling less exhausted, were able to maintain a high level of concentration and efficiency during their working day, allowing them to fulfil their responsibilities effectively.</li> <li>- High job satisfaction: Satisfaction in the work environment increased significantly, with 85% of employees saying they would only consider changing jobs if the job offer included a 5-day working week and a salary that was at least 20% higher. This suggests that the 4-day work week model may be a key factor in talent retention.</li> </ul> <p>Impact on mental health and well-being:</p> <p>One of the main focus areas of the programme is employee mental health, and the results <b>based on employee reporting</b> have been very encouraging:</p> <ul style="list-style-type: none"> <li>- Reduced anxiety: Anxiety levels were reduced by 21%, reflecting an improvement in employees' mental health due to the additional time off.</li> <li>- Decreased fatigue: Fatigue experienced by employees was also reduced by 23%, allowing workers to feel more energised and better able to cope with their work and personal responsibilities.</li> <li>- Improved sleep quality: Sleep problems also decreased by 19%, which may indicate that the reduction in working hours has helped employees to rest better and get more restful sleep, contributing to their overall well-being.</li> <li>- Reduced depression and emotional stress: Symptoms of depression and emotional stress were reduced by 21%, suggesting that shorter working hours have a positive impact on employees' psychological health.</li> <li>- Reduced loneliness: Feelings of loneliness decreased by 14%, which could be related to the increased free time workers can</li> </ul>
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<p>to the increased free time workers can devote to their social and family relationships.</p> <p>Impact on work-life balance:</p> <p>One of the most notable achievements of the programme has been the improvement in work-life balance:</p> <ul style="list-style-type: none"> <li>– Reducing difficulties in reconciling work and family: The percentage of workers who found it difficult to reconcile their work and family responsibilities fell from 46% to 8%, showing great progress in employees' ability to balance both aspects of their lives.</li> <li>– More time with family: Some 65% of employees reported that they now spend more time with their families, which not only improves personal well-being, but also strengthens family ties and improves overall quality of life.</li> </ul> <p>Economic and productivity results:</p> <p>The economic impact of the pilot programme has also been <i>very</i> positive:</p> <ul style="list-style-type: none"> <li>– Stable or increasing revenues: Despite the reduction in hours, company revenues remained stable or even increased in some cases. This suggests that shorter working hours do not negatively affect business profitability.</li> <li>– Better talent recruitment: Companies reported that the process of recruiting new talent has been improved, as the 4-day working week has made companies more attractive to potential candidates. This model appears to be a competitive benefit in attracting talent to the labour market.</li> <li>– Employee retention: In addition, employee retention has improved, indicating that shorter working hours not only improve employee well-being, but also enhance employee loyalty and loyalty to the company.</li> </ul> <p>[1] 4DayWeekPortugal (2024): The 4 Day Week Portugal Trial Results. Available at: <a href="https://www.4dayweek.com/portugal-2024-pilot-">https://www.4dayweek.com/portugal-2024-pilot-</a></p>	<p>devote to their social and family relationships.</p> <p>Impact on work-life balance:</p> <p>One of the most notable achievements of the programme has been the improvement in work-life balance:</p> <ul style="list-style-type: none"> <li>– Reducing difficulties in reconciling work and family: The percentage of workers who found it difficult to reconcile their work and family responsibilities fell from 46% to 8%, showing great progress in employees' ability to balance both aspects of their lives.</li> <li>– More time with family: Some 65% of employees reported that they now spend more time with their families, which not only improves personal well-being, but also strengthens family ties and improves overall quality of life.</li> </ul> <p>Economic and productivity results:</p> <p>The economic impact of the pilot programme has also been positive:</p> <ul style="list-style-type: none"> <li>– Stable or increasing revenues: Despite the reduction in hours, company revenues remained stable or even increased in some cases. This suggests that shorter working hours do not negatively affect business profitability.</li> <li>– Better talent recruitment: Companies reported that the process of recruiting new talent has been improved, as the 4-day working week has made companies more attractive to potential candidates. This model appears to be a competitive benefit in attracting talent to the labour market.</li> <li>– Employee retention: In addition, employee retention has improved, indicating that shorter working hours not only improve employee well-being, but also enhance employee loyalty and loyalty <i>to the company</i>.</li> </ul> <p><i>The project was presented to the social partners in a meeting of the Social Concertation Standing Committee (SCSC) where employer's confederations have</i></p>
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[results.](#)

*manifested some doubts about the project.*

*The CCP – Confederação do Comércio e Serviços de Portugal has expressed the following views about the pilot project on the four days working week:*

*1. The pilot study points to the possibility of holding the 4-day week in all sectors. However, in sectors such as commerce, where the opening hours of establishments are clearly longer than working hours, the implementation of 4 days a week will lead to the need to increase the number of workers, at least at certain times of the year. As the final report points out, companies had difficulties adjusting the 4-day week, namely during vacation periods.*

*2. Although there are some positive results, it should be noted, as mentioned in the final report, that many companies have given up or postponed the implementation of the project for various reasons.*

*"Many companies, both in the first and second phases of the project, faced several challenges that led them to give up or postpone the implementation of the test. In the first phase, macroeconomic issues, such as international political instability and high inflation, generated uncertainty. In addition, the complexity of implementation, the investment required, and the preference for other benefits were also cited as reasons for not moving forward. In the second phase, the timing of the start of the test in June was an obstacle for many companies, which were involved in other projects or facing internal changes. Others faced difficulties with customers. Some multinationals did not obtain approval from headquarters. Legal concerns, such as the framing of the new work formats, were also raised." [2]*

*3. The study also shows that some companies have adopted a relatively different model.*

*Week of 4 days or period of two weeks of 9 days?*

- 51,2% in favour of a week of 4 days
- 48,8% in favour of a period of 9 days

*4. On the other hand, companies that adopted the 4-day week had to make investments, more or less significant, as the report acknowledges. The success of the four-day week as a management practice and its sustainability depend on the organizational changes adopted to increase efficiency and performance. 75% of companies have implemented at least one organizational change, the most frequent being the reduction of meeting lengths. Other changes included the adoption of management software, process automation, and improvements in communication.[3]*

*5. It is also important to note that almost half of the companies will not proceed with the model as proposed in the pilot project.*

*Will your company maintain the 4 days week after the study?*

*Answer:*

- 19% - No
- 23,8% - Yes, but in a small scale
- 4,8% - Yes, but with adjustments
- 52,4% - Yes, in the same model of the study

*To sum up views of CCP: In summary: The implementation of the 4-day week needs to be carefully considered, due to multiple factors, namely the lack of manpower, the growing regulation in areas such as the improvement of work-family balance, which already introduce significant difficulties in the management of people. The introduction of the 4-day week would require a look at the entire model of industrial relations in Portugal.*

*The project was presented and developed in Portugal at an inopportune and premature time, taking into account not only the*

	<p><i>international economic context, but fundamentally, because companies have not yet been able to take advantage of all the potential of the ongoing transformations, namely technological.</i></p> <p><i>On the other hand, in Portugal, it is not foreseeable that low levels of productivity will be able to absorb such a scenario in the coming years, taking into account the Portuguese business structure, with a majority of very small companies: 99% of the Portuguese companies are SME and the majority of them, have less than 10 workers.</i></p> <p><i>In the current circumstances, the reduction of the working week would have disastrous consequences in most sectors: without significant increases in productivity, companies would have to hire more workers for the same level of production, which represents an increase in labour costs and greater difficulties in organizing schedules, and this in a context of labour shortages.</i></p> <p><i>Occasionally in some high-tech sectors or in some types of companies this path can be taken, but it would always be based on individual negotiation between companies and workers or on collective bargaining agreements.</i></p> <p>[1] 4DayWeekPortugal (2024): The 4 Day Week Portugal Trial Results. Available at: <a href="https://www.4dayweek.com/portugal-2024-pilot-results">https://www.4dayweek.com/portugal-2024-pilot-results</a>.</p> <p>[2] <i>Four-Day Week: Results from Portuguese Trial Final Report, page 9.</i></p> <p>[3] <i>Four-Day Week: Results from Portuguese Trial Final Report, page 50.</i></p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2

**ENMIENDA 51**

**Presentada por:**  
ARDHE Christian

SOC/819

Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores

Spain

Modifíquese de la manera siguiente:

BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÈ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>SPAIN</p> <p>Spain is undertaking a number of public and private initiatives around the implementation of the four-day working week, with the aim of improving employee well-being, productivity and work-life balance. These experiences, <i>which</i> include pilot programmes and trials in different sectors, <i>could lay the foundations for a wider adoption of this reduced working day at national level.</i></p>	<p>SPAIN</p> <p>Spain is undertaking a number of public and private initiatives around the implementation of the four-day working week, with the aim of improving employee well-being, productivity and work-life balance. These experiences, include pilot programmes and trials in different sectors.</p>

**Resultado de la votación**

A favor: 32  
En contra: 38  
Abstenciones: 2

## ENMIENDA 52

SOC/819

Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores

Sweden

Modifíquese de la manera siguiente:

Presentada por:

ARDHE Christian  
BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELÉ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>SWEDEN</p> <p>Sweden <i>is leading</i> initiatives to implement the four-day working week, a model promoted by 4 Day Week Global, <i>with the</i> aim of improving <i>productivity</i>, employee well-being and work-life balance. Starting in June 2024, a new six-month pilot project with several companies in Sweden <i>will explore</i> both the benefits and practical challenges of a reduced working week.</p> <p>Background to the four-day working week in Sweden</p> <ul style="list-style-type: none"><li>– Pilot project in Gothenburg</li></ul> <p>In 2015, <i>Sweden carried out a pioneering</i> pilot project in Gothenburg, where a four-day working week was implemented, but not following the <i>traditional</i> 32-hour working week model. Instead, a schedule of six hours per day was applied, totalling 30 hours per week. This initiative used the "100:80:100" approach, which meant that employees received 100% of their salary for working 80% of their usual time, with no loss of productivity (100% effectiveness).</p> <p>The programme was funded by local government, and was carried out in the public sector, <i>allowing government institutions to participate without reducing employees' salaries</i>. This experiment lasted almost two years, making it one of the longest of its kind.</p> <p>The experiment in Gothenburg involved 80</p>	<p>SWEDEN</p> <p><i>In</i> Sweden <i>there have been</i> initiatives to implement the four-day working week, <i>following for instance</i> a model promoted by 4 Day Week Global, <i>with the</i> aim of improving, employee well-being and work-life balance. Starting in June 2024, a new six-month pilot project with several companies in Sweden <i>explored</i> both the benefits and practical challenges of a reduced working week <i>in participating companies</i>.</p> <p>Background to the four-day working week <i>experiments</i> in Sweden</p> <ul style="list-style-type: none"><li>– Pilot project in Gothenburg</li></ul> <p>In 2015, a pilot project <i>was carried out</i> in Gothenburg <i>in public sector, involving 80 employees from the orthopaedic unit of a hospital and two nursing homes</i>, where a four-day working week was implemented, but not following the 32-hour working week model. Instead, a schedule of six hours per day was applied, totalling 30 hours per week. This initiative used the "100:80:100" approach, which meant that employees received 100% of their salary for working 80% of their usual time, with <i>the stated aim of</i> no loss of productivity (100% effectiveness).</p> <p>The programme was funded by local government, and was carried out in the public sector. This experiment lasted almost two years, making it one of</p>

<p>employees from the orthopaedic unit of a hospital and two nursing homes. The results were remarkably positive:</p> <ul style="list-style-type: none"> <li>– At the hospital, no sick leave was reported during the 24-month trial.</li> <li>– In the nursing homes, the reduced working day of six hours per day increased activities with patients by more than 80% compared to the control group, which maintained the eight-hour working day.</li> </ul> <p>However, the project cost \$120,000 per month, which led to its discontinuation after a change of government[1]. Although it was not continued at the state level, the positive results on employee productivity and welfare were significant <i>and set a precedent for other experiments</i>.</p> <p>Companies in Sweden implementing the four-day week</p> <p><i>Several</i> Swedish employers have successfully adopted the four-day working week model in various industries.</p> <p>Seably</p> <p>Seably, a company founded by the Swedish Shipowners' Association and dedicated to providing training in the maritime sector, adopted the four-day week in September 2022. Following the "100:80:100" model, most employees enjoyed Fridays off. The trial was successful, with a marked improvement in employee satisfaction, reduced burnout <i>and increased</i> productivity. In addition, the model contributed to a better work-life balance for employees[2].</p> <p>Sandqvist Bags</p> <p>Renowned backpack and accessories brand Sandqvist Bags adopted the four-day week in February 2023, with the aim of improving employee wellbeing without reducing salaries. The implementation resulted in improved employee wellbeing, sustained performance and increased talent attraction and retention. This change also increased employee satisfaction and engagement, aligning with the company's vision to improve performance through greater work flexibility[3].</p>	<p>the longest of its kind.</p> <p>The experiment in Gothenburg involved 80 employees from the orthopaedic unit of a hospital and two nursing homes. The results were remarkably positive:</p> <ul style="list-style-type: none"> <li>– At the hospital, no sick leave <i>of the participating workers</i> was reported during the 24-month trial.</li> <li>– In the nursing homes, the reduced working day of six hours per day increased activities with patients by more than 80% compared to the control group, which maintained the eight-hour working day.</li> </ul> <p>However, the project <i>was expensive with the</i> cost \$120,000 per month <i>to make up for the hours not covered by staff working six-hour days</i>, which led to its discontinuation after a change of government [1]. Although it was not continued at the state level, the positive results on employee productivity and welfare were significant.</p> <p>Companies in Sweden implementing the four-day week</p> <p><i>Some</i> Swedish employers have successfully adopted the four-day working week model in various industries.</p> <p>Seably</p> <p>Seably, a company founded by the Swedish Shipowners' Association and dedicated to providing training in the maritime sector, adopted the four-day week in September 2022 <i>as part of the 4 Day Week Global project that included 150 companies globally</i>.. Following the "100:80:100" model, most employees enjoyed Fridays off <i>except for the customer support teams, who changed their work pattern to increase the level of support to 24/7</i>. The trial was successful, with a marked improvement in employee satisfaction, reduced <i>employee reported</i> burnout. <i>Shorter hours are often associated with higher per-hour</i> productivity. In addition, the model contributed to a better work-life balance for employees[2].</p> <p>Sandqvist Bags</p> <p>Renowned backpack and accessories brand Sandqvist Bags adopted the four-day week in February 2023, with the aim of improving employee</p>
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Toyota

Car giant Toyota has also tested the four-day week in **Sweden**. In this case, mechanics worked longer hours over four days instead of the traditional five. Employees who opted for the reduced 30-hour week showed higher levels of productivity than those on the regular working week. In addition, they experienced less absenteeism, higher job satisfaction and lower staff turnover. Customer satisfaction also increased, attributed to a more motivated and rested team[4].

The national pilot project in 2024

Starting in June 2024, **Sweden will conduct** a new pilot project involving several companies in the country. The six-month experiment will assess both the benefits and practical challenges of the four-day working week. Among the aspects to be analysed are:

- Impact on the mental health of employees.
- Effects on work-life balance.
- Productivity of enterprises.
- Associated costs and organisational adaptation.

***This pilot will be a key evaluation to decide whether the short- time working model can be adopted more widely in Sweden and possibly in other countries.***

[1] The Guardian (2015). Efficiency up, turnover down: Sweden experiments with six-hour working day. Available at: <https://www.theguardian.com/world/2015/sep/17/efficiency-up- turnover-down-sweden-experiments-with-six-hour-working-day>.

[2] Seably (2022). Seably is now part of a Four-Day Week Trial. Available at: <https://www.seably.com/blog/seably-four-day-week-trial>.

[3] Sandqvist (2023). Sandqvist introduces four-day week. Available at: <https://www.drapersonline.com/news/sandqvist-introduces-a-four-day-week#:~:text=Sandqvist%20the%20Swedish%20handbag%20brand,to%20improve%20work/life%20balance.&text=The%20new%20way%20of%20working,same%2C%20despite%20the%20reduced%20hours>.

[4] Woohoo (2016). Introducing a 30-hour work week at Toyota Gothenburg. Available at: Introducing a 30-hour work week at Toyota

wellbeing without reducing salaries. The implementation resulted in improved employee wellbeing, sustained performance and increased talent attraction and retention. This change also increased employee satisfaction and engagement, aligning with the company's vision to improve performance through greater work flexibility[3].

Toyota

Car giant Toyota has also tested the four-day week in **Gothenburg**. In this case, mechanics worked longer hours over four days instead of the traditional five. Employees who opted for the reduced 30-hour week showed higher levels of productivity than those on the regular working week. In addition, they experienced less absenteeism, higher job satisfaction and lower staff turnover. Customer satisfaction also increased, attributed to a more motivated and rested team[4].

The national pilot project in 2024

Starting in June 2024, **4 Day Week Global together with a country partner has conducted** a new pilot project involving several companies in the country. The six-month experiment will assess both the benefits and practical challenges of the four-day working week. Among the aspects to be analysed are:

- Impact on the mental health of employees.
- Effects on work-life balance.
- Productivity of enterprises.
- Associated costs and organisational adaptation.

***Working time reduction is a politically controversial issue in Sweden. It is on the political agenda of the Social Democrats, the Green Party and the Left Party. The Swedish Confederation of Labour (LO) has expressed that its long- term strategy is to reduce working hours to 30 hours per week.***

***On the other hand, the political parties in Government and employers' organisations, both public and private are warning that shortening working hours through law or in negotiations would risk Sweden's welfare and competitiveness. If companies want to introduce such solutions and develop the working life of the future it must be***

<p>Gothenburg – YouTube.</p>	<p><i>handled directly by the companies and employees, and not through legislation or national collective agreements.</i></p> <p><i>Calculations by the Confederation of Swedish Enterprise show that a 35-hour workweek would cost Sweden 509 billion kronor in reduced GDP, every year. As a comparison, all sick leave over 14 days in Sweden costs 71 billion kronor over a year.</i></p> <p>[1] The Guardian (2015). Efficiency up, turnover down: Sweden experiments with six-hour working day. Available at: <a href="https://www.theguardian.com/world/2015/sep/17/efficiency-up-turnover-down-sweden-experiments-with-six-hour-working-day">https://www.theguardian.com/world/2015/sep/17/efficiency-up-turnover-down-sweden-experiments-with-six-hour-working-day</a>.</p> <p>[2] Seably (2022). Seably is now part of a Four-Day Week Trial. Available at: <a href="https://www.seably.com/blog/seably-four-day-week-trial">https://www.seably.com/blog/seably-four-day-week-trial</a>.</p> <p>[3] Sandqvist (2023). Sandqvist introduces four-day week. Available at: <a href="https://www.drapersonline.com/news/sandqvist-introduces-a-four-day-week#:~:text=Sandqvist%20the%20Swedish%20handbag%20brand,to%20improve%20work/life%20balance.&amp;text=The%20new%20way%20of%20working,same%2C%20despite%20the%20reduced%20hours">https://www.drapersonline.com/news/sandqvist-introduces-a-four-day-week#:~:text=Sandqvist%20the%20Swedish%20handbag%20brand,to%20improve%20work/life%20balance.&amp;text=The%20new%20way%20of%20working,same%2C%20despite%20the%20reduced%20hours</a>.</p> <p>[4] Woohoo (2016). Introducing a 30-hour work week at Toyota Gothenburg. Available at: <a href="#">Introducing a 30-hour work week at Toyota Gothenburg – YouTube</a>.</p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2

**ENMIENDA 53**

**SOC/819**

**Tiempo de trabajo, eficiencia de la economía y bienestar de los trabajadores**

**Lithuania**

**Modifíquese de la manera siguiente:**

**Presentada por:**

ARDHE Christian  
BLIJLEVENS René  
CLEVER Peter  
DANISMAN Mira-Maria  
JONUŠKA Alfredas  
LE BRETON Marie-Pierre  
MINCHEVA Mariya  
MISSLBECK-WINBERG Christiane  
PILAWSKI Lech  
POTTIER Jean-Michel  
RUŽELĖ Emilis  
SCHWENG Christa  
SMOLE Jože  
SOETE Paul  
YGLESIAS Isabel

<i>Proyecto de Dictamen</i>	<i>Enmienda</i>
<p>LITHUANIA</p> <p>In Lithuania, the parliament passed legislation in 2023 to implement a four-day working week for public sector employees with children under the age of three. This change aims to improve the work-life balance of workers and support families with young children[1].</p> <p>Details of the new measure</p> <p>The measure will come into effect at the beginning of 2024 and will allow employees to reduce their weekly working hours while maintaining their full salary. This benefit is targeted exclusively at parents in the public sector with young children, and aims to promote a more flexible and parent-friendly working environment.</p> <p>Potential effects on society and the private sector</p> <p>The Lithuanian government hopes that this policy will inspire a cultural shift towards more flexible working hours, not only in the public sector but also in the private sector. While the project will initially benefit only public employees, the Lithuanian parliament believes that, if successful, this measure could motivate the private sector to adopt similar policies to promote family well-being and increase productivity.</p>	<p>LITHUANIA</p> <p>In Lithuania, the parliament passed legislation in 2023 to implement a four-day working week for public sector employees with children under the age of three. This change <i>applies exclusively in the public sector and</i> aims to improve the work-life balance of workers and support families with young children[1].</p> <p>Details of the new measure</p> <p>The measure will come into effect at the beginning of 2024 and will allow <i>public sector</i> employees to reduce their weekly working hours while maintaining their full salary. This benefit is targeted exclusively at parents in the public sector with young children, and aims to promote a more flexible and parent-friendly working environment.</p> <p>Potential effects on society and the private sector</p> <p>The Lithuanian government hopes that this policy will inspire a cultural shift towards more flexible working hours, not only in the public sector but also in the private sector. While the project will initially benefit only public employees, the Lithuanian parliament believes that, if successful, this measure could motivate the private sector to adopt similar policies to promote family well-being and increase productivity.</p>

<p>Legislative and social support</p> <p>This initiative reflects Lithuania's commitment to advance progressive labour policies adapted to the needs of today's society.</p> <p>[1] Quartz (2022). Lithuania will give a four-day workweek to parents with young kids. Available at: <a href="https://qz.com/work/2157973/lithuania-will-give-a-four-day-workweek-to-new-parents">https://qz.com/work/2157973/lithuania-will-give-a-four-day-workweek-to-new-parents</a>.</p>	<p>Legislative and social support</p> <p>This initiative reflects Lithuania's commitment to advance progressive labour policies adapted to the needs of today's society.</p> <p><i>In addition, a shorter working week can be applied in the private sector, but it depends on the agreement between employers and employees.</i></p> <p><i>The Ministry of Social Security and Labour (SADM) informs that in Lithuania there are already possibilities to implement a shorter working week without changing the Labour Code. However, it is important to pay attention to both the opportunities and the possible challenges. There are all options for setting a shorter working week and this does not require changes to the Labour Code. Some Lithuanian employers have already shortened the working week of their employees, believing that this helps to attract and retain employees.</i></p> <p><i>According to the current Labour Code:</i></p> <ul style="list-style-type: none"> <li>• <i>It is possible to agree on a shorter mode of working time or other working time.</i></li> <li>• <i>Employees and employers can negotiate an individual mode of working time, for example, 4 days of 10 hours.</i></li> <li>• <i>In the public sector, there is already a 32-hour working week for parents raising children under 3 years old.</i></li> <li>• <i>Some professions (e.g. teachers, healthcare professionals) already have a shorter working week.</i></li> </ul> <p><i>Potential challenges and risks</i></p> <p><i>Although a shorter working week may seem attractive, it is important to consider the possible negative consequences:</i></p> <ol style="list-style-type: none"> <li>1. <i>Intensification of workload: If 5 days of work is compressed into 4 days, this can lead to increased stress and the risk of burnout.</i></li> <li>2. <i>Lower salary: If working hours are simply shortened, this may mean a lower salary, unless the hourly rate is increased.</i></li> </ol>
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	<p>3. <i>Blurring the boundaries between work and personal time: longer working days can interfere with personal life and family obligations.</i></p> <p>4. <i>Productivity Challenges: Not all employees can maintain high productivity on a longer working day.</i></p> <p>5. <i>Customer service issues: In some sectors, a shorter work week can lead to poorer customer service.</i></p> <p><i>How to successfully implement?</i></p> <p><i>For the successful implementation of a 4-day working week, one should:</i></p> <ol style="list-style-type: none"> <li>1. <i>Conduct a pilot project and evaluate the results.</i></li> <li>2. <i>Make sure that the workload is properly distributed.</i></li> <li>3. <i>If possible, keep the same salary for a shorter week.</i></li> <li>4. <i>Invest in technology and process optimization.</i></li> <li>5. <i>Regularly assess the well-being and productivity of employees.</i></li> </ol> <p><i>What to do to employees and employers?</i></p> <ul style="list-style-type: none"> <li>• <i>For employees: discuss flexible work schedules with employers. Assess whether a shorter week meets your needs and financial capabilities.</i></li> <li>• <i>For employers: consider the possibility of a pilot project. Involve employees in decision-making and regularly evaluate the results.</i></li> </ul> <p><i>A shorter working week can be beneficial for both employees and employers, but it is important to carefully evaluate all aspects and find the right balance between productivity and employee well-being.</i></p> <p>[1] Quartz (2022). Lithuania will give a four-day workweek to parents with young kids. Available at: <a href="https://qz.com/work/2157973/lithuania-will-give-a-four-day-workweek-to-new-parents">https://qz.com/work/2157973/lithuania-will-give-a-four-day-workweek-to-new-parents</a>.</p>
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<b>Resultado de la votación</b>	
A favor:	32
En contra:	38
Abstenciones:	2